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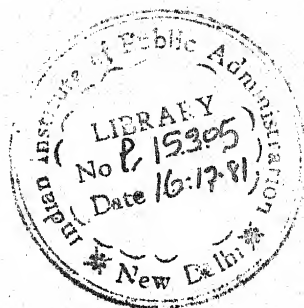
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INDEX AND ABSTRACTS OF ARTICLES

ACCOUNTING

RATCLIFFE, THOMAS A. Financial reporting framework for accounting in the public sector. *Government Accountants Journal*, 28(2) Summer 79, p.44-52.

ADMINISTRATIVE DEPARTMENTALIZATION

SETH, S.R. Role of line and staff in personnel management. *Indian Management*, 19(1) Jan. 80, p.3-5.

ADMINISTRATIVE REORGANISATION

AL-TERAIFI, AL-AGAB A. (Institute of Public Administration, Khartoum). Recent administrative reforms in the Sudan. *International Review of Administrative Sciences*, 45(2) 79, p.136-46.

In the Sudan, one significant step towards civil service reform was the establishment of the Ministry of Public Service and Administrative Reform (MPSAR) in 1971. In 1972 a United Nations team visited Khartoum to help MPSAR formulate an administrative reform strategy and programme. The team suggested various measures to increase the speed, reduce the costs, and improve the quality of governmental services. This paper is an attempt to describe and analyse some of the reforms launched by MPSAR.

BOYLE, JOHN M. (Univ. of Maryland-Baltimore County). Reorganization reconsidered: an empirical approach to the departmentalization problem. *Public Administration Review*, 39(5), Sept.-Oct. 79, p.458-65.

Can measurable, objective criteria for governmental reorganization be developed? If the purpose of the reorganization is specified, then objective criteria can be developed, operationalized and tested. These procedures will substantially improve the information available to the decision maker. Although this approach does not yield "principles of administration", it does follow the first of those principles—scientific methodology.

This approach is illustrated by a study of New York City administration. Reorganization was proposed to eliminate uncoordinated interdependence among field services. To test the necessity of reorganization, I have measured the extent of interdependence and its impact upon agency performance. The pattern of interdependence among agencies is then isolated, suggesting methods of grouping functions to minimize interdependence.
—*Reproduced.*

CAIDEN, GERALD. (Univ. of South California). Administrative reform: a prospectus. *International Review of Administrative Sciences*, 44(1-2) 78, p.106-20.

In the last decade the art of administrative reform has become a subject of serious concerted study. The need for reform has been universally recognized. Some salient features of the state of the art of administrative reform are critically reviewed in this article. The evolution of reform is briefly presented and major contemporary approaches to reform are discussed. Administrative reform the world over has run into serious trouble because the reformers have not been strong enough to overcome the overwhelming odds. Some

major challenges in administrative reform are pointed out and some areas that deserve priority are analysed. The study of reform is in its infancy and until it matures the practice is likely to remain sporadic, fitful, uneven and incomplete.

AGRICULTURAL CREDIT

GEORGE, P.T. and K.N. RAJU. Delays in sanctions and disbursement of credit: a study in Ghanapur block, Warangal district, Andhra Pradesh. *Rural Development Digest*, 2(4) Oct. 79, p.255-302.

HAJELA, JITENDRA KUMAR. Problems of agricultural financing in Indian economy. *Indian Journal of Economics*, 60(236) July 79, p.81-96.

RAY, AMAL. Organisational problems of small farmer development administration. *Economic and Political Weekly*, 14(51-52) 22 Dec. 79, p.A-261-4.

SINGH, A.J. and K.C. DHAWAN. Sources, utilization and productivity of agricultural credit in Ludhiana district of Punjab state. *Agricultural Situation in India*, 34(8) Nov. 79, p.529-34.

SUBRAMANYAM, D.A.R. and RAM PRASAD. Setting right rural priorities. *Capital*, 184(4593) 4 Feb. 80, p.2-4, 6.

SWAMY, DALIP S. Credit allocation in agricultural sector without land reforms. *Vishleshan*, 5(2-3) June-Sept. 79, p.123-42.

AGRICULTURAL DEVELOPMENT

MICHIE, ARUNA NAYYAR. Agricultural policy and political viability in rural India. *Comparative Political Studies*, 12(3) Oct. 79, p.362-84.

NADKARNI, M.V. Technology, employment and agricultural development. *Mainstream*, 18(24) 9 Feb. 80, p.23-6.

SINHA, RADHA. Agriculture and econo-

mic development in Meiji Japan. *Development and Change*, 10(4) Oct. 79, p.601-25.

AGRICULTURAL EXTENSION

ECONOMICS of investment in organization of extension services in agriculture (Papers read at the Thirtiyninth annual Conference of the Indian Society of Agricultural Economics, Bangalore, Dec. 18-20, 1979). *Indian Journal of Agricultural Economics*, 34(4) Oct.-Dec. 79, Conference No., p.1-60.

Contents: Efficiency of agricultural extension in technology transfer and income generation before and after the green revolution in India, by C.C. Maji and T. Haque; Quantitative and qualitative impact of training and visit system on different groups of farmers—a case study of Hoogly district, West Bengal, by A.K. Ray, B.R. Atteri, A.C. Sen and P.N. Mathur; An economic evaluation study of 'Operational research project' in rural Delhi, by G.S. Ram and A.S. Sirohi; Districtwise return to investment in agricultural extension in Haryana, by K.N. Rai and B.S. Panghal; Returns from investment in extension service in agriculture, by Daulat Singh, Ram Iqbal Singh and V.K. Singh; A study into the nature and impact of agricultural extension in the Punjab state, by A.J. Singh and B.S. Bhullar; Evaluation of agricultural extension in the Mahi-Kadana irrigation project, by T.K. Jayaraman; contribution of extension services in agricultural production, by N.T. Patel and D.S. Parmar; Summaries.

HOOJA, RAKESH (Chambal C.A.D. Project, Kota). T. and V. in Rajasthan—an attempt at better downward communication through agriculture extension. *Administrator*, 23(3 4) July-Dec. 78, p.521-7.

The new agricultural extension strategy using the Training and Visit system was originally evolved and introduced in Rajasthan. This system has done away

with the old practice of having multi-purpose village level workers attached to the panchayat samatis and replaced them by village extension workers who are supposed to involve themselves with the work concerning agricultural extension only. In this paper the author has briefly described the new system and has mentioned some of the problems involved.

SINGH, BHAGAT. Accelerated agricultural development through extension. Yojana, 24(4) 1 Mar. 80, p.21-2, 27.

AGRICULTURAL MARKETING

VARMA, S.C. Developing rural markets for small farmers. Kurukshetra, 27(9) 1 Feb. 80, p.14-18.

AGRICULTURE

BHATIA, M.S. Changing pattern of resource structure and demand for inputs in Indian agriculture. Agricultural Situation in India, 34(7) Oct. 79, p.435-9.

GULERIA, O.S. RAKESH. For another green revolution through the eighties. Eastern Economist, 74(6) 8 Feb. 80, p. 293-5.

JAIN, B.K.S. Small farmers. Economic Times, 5 Feb. 80, p.5; 6 Feb. 80, p.5.

RAO, V.K.R.V. Indian agriculture—achievements and prospects. Commerce, 140(3579) 26 Jan. 80, p.88.

SAXENA, ANANT. What makes Indian agriculture high cost? Management Review, 6(4) 79, p.31-5.

TANG, ANTHONY M. China's agricultural legacy. Economic Development and Cultural Change, 28(1) Oct. 79, p.1-22.

AGRICULTURE AND TECHNOLOGY

BHALLA, G.S. Transfer of technology and agricultural development in India, Econo-

mic and Political Weekly, 14(51 & 52) 22 Dec. 79, p. A-130-42.

KUAN-I CHEN. Agricultural modernization in China. Current History, 77(449) Sept. 79, p.66-70, 85-6.

ANTYODAYA PROGRAMME

HOOJA, RAKESH. Thoughts on follow-up action for "Antyodaya". Kurukshetra, 28(11) 1 Mar. 80, p.36-8.

PURANIK, A.D. Conceptual limitations of "Antyodaya". Kurukshetra, 28(10) 16 Feb. 80, p.16-18.

APPRENTICESHIP

NAIK, B.M. Why apprenticeship? Indian Journal of Training and Development, 9(6) Nov.-Dec. 79, p. 9-10.

ARTISANS

GILL, SUCHA SINGH. Development and its impact on rural artisans: a Punjab study. Mainstream, 18(20) 12 Jan. 80, p.23-6.

HOOJA, RAKESH. Marginal farmers and agricultural labourers rural artisan scheme. Development Policy and Administration Review, 4(2) July-Dec. 78, p.22-6.

ATOMIC ENERGY

CHARI, P.R. Nuclear choices before India. Mainstream, 18(22-23) Republic Day 80, p.27-30.

DAS, P.K. Nuclear energy and India. Yojana, 24(4) 1 Mar. 80, p.23.

SETHNA, H.N. Atomic energy programme: past and future. Indian and Foreign Review, 17(6) 1 Jan. 80, p.9-12.

AUDITING

GARY, T. JACK, Jr. A single audit of federally assisted programs. Public

Administration Review, 39(4) July-Aug. 79, p.389-94.

AUTHORITY

ANISUZZAMAN, MUHAMMAD and MOHAMMAD MOHABBAT KHAN. Authority as organisational accommodation: a cross cultural analysis. Public Administration, 4(1) June 79, p.42-56.

ROSE, RICHARD. Ungovernability: is there fire behind the smoke? Political Studies, 27(3) Sept. 79, p.351-70.

BALANCE OF TRADE

DATTA, BHABATOSH. Imbalances in our balance of payments. Yojana, 24(1-2) 26 Jan. 80, p.23-6.

MATHEW, T.J. Balance of payments position. Business Standard, 5 Mar. 80, p.5.

BANGLADESH—GOVERNMENT

HOSSAIN, MOSHARAF. Nature of state power in Bangladesh. Mainstream, 28(25) 16 Feb. 80, p.11-14, 30-4; 28(26) 23 Feb. 80, p.17-23.

BANKS

ASHAKANT. Lead bank scheme: district credit plans 1980-82. Economic Times, 22 Jan. 80, p.5.

BEHARA, MEENAKSHI. Banks and rural-urban funds flow. Business Standard, 16 Jan. 80, p.5; 17 Jan. 80, p.5.

KURUP, N.P. Deposit growth: how much window dressing? Economic Times, 23 Nov. 80, p.5.

SESHAIAH, K. Anomalies in banking sector. Capital, 184(4591) 21 Jan. 80, p.11-12.

SRIKANTHAN, N.S. and P. KRISHNAJI. Lead bank workshops: a case study. Eastern Economist, 74(4) 25 Jan. 80, p.177-85.

BEHAVIOURISM

CHAKRABORTY, S.K. Behavioural sciences. Economic Times, 4 Jan. 80, p.5; 5 Jan. 80, p.5.

KHAN, MOHAMMAD MOHABBAT and HABIB MOHAMMAD ZAFARULLAH. Administrative behavior and decision making; a review of the literature. Public Administration, 4(2) Dec. 79, p. 31-56.

BHARAT HEAVY ELECTRICALS LTD

KHANDELWAL, N.M. (Sardar Patel Univ., Vallabh Vidyanagar). Human resource accounting—a case study of Bharat Heavy Electricals Ltd. Lok Udyog, 13(9) Dec. 79, p.7-10.

BHEL has taken the lead in our country in adopting human resource accounting which was introduced from 1974-75 accounting year. Since then the value of human assets is presented in annual reports. Image-building seems to be the main motivating force behind its adoption. Only internal human organisation (employees) has been considered and no attempt has been made to estimate the value of the external human organisation (mainly customers). The Company has adopted Lev-Schwartz's present value model. The author has suggested a few models, the feasibility of which the Company should examine. In the model used by the Company the cost of perks is ignored. It is suggested that joint effort by accountants in various spheres is necessary for the proper development of human resource accounting.

BIRTH CONTROL

GOULD, KETAYUN H. Family planning and abortion policy in the United States. Social Science Review, 53(3) Sept. 79, p. 452-63.

KIM, SON UNG and PETER J. DONALDSON. Dealing with Seoul's

population growth: government plans and their implementation. *Asian Survey*, 19(7) July 79, p.660-73.

RAMALINGASWAMI, V. Spreading the red triangle message. *Business Standard*, 5 Feb. 80, p.5.

RAO, R.R. Health for all by the turn of the century—Gujarat style. *Yojana*, 23(24) 1 Jan. 80, p.16-18.

WADIA, AVABAI B. The role of voluntary organisations in a communication strategy for family planning. *Journal of Family Welfare*, 26(1) Sept. 79, p.3-8.

BOARDS AND COMMISSIONS

DOIG, ALAN. The machinery of government and the growth of governmental bodies. *Public Administration*, 57, Autumn 79, p.309-31.

Governmental bodies have become a necessary and important part of the machinery of government. Such bodies avoid the delays in implementation that may occur in the hierarchical structure of the civil service. The unplanned and uncontrolled growth of such bodies generates a range of political and administrative problems. This paper aims to underline some of these problems and provides the factual context for their consideration.

BONUS

MADAN, B.K. Bonus: coverage and concept. *Commerce*, 140(3578) 19 Jan. 80, p.80.

BUDGET

BHOOTHALINGAM, S. Need for a common sense budget. *Indian Express*, 29 Jan. 80, p.6.

STRAUSSMAN, JEFFREY D. A typology of budgetary environments: notes on the prospects for reform. *Administration and Society*, 11(2) Aug. 79, p.216-26.

ZWICK, PETER. Ethnoregional socio-economic fragmentation and Soviet budgetary policy. *Soviet Studies*, 31(3) July 79, p.380-400.

BUILDING CODES

DEVA RAJ. Machinery for development control. *Urban and Rural Planning Thought*, 20(2) Apr.-June 77, p.47-52.

KRISHNA RAO, G.B. Some key issues in controlling urban building activities. *Urban and Rural Planning Thought*, 20(2) Apr.-June 77, p.41-6.

BUREAUCRACY

AHAMED, EMAJUDDIN (Univ. of Dacca). Exclusive bureaucratic elites in Pakistan: their socio-economic and regional background. *Public Administration*, 4(2) Dec. 79, p.57-84.

The bureaucratic elites in Pakistan comprising the members of the Civil Service of Pakistan, higher echelons of the All-Pakistan Services and the military hierarchy were an exclusive group in the sense that they were separated from the rest of the people by their western education, their origins in the upper and upper-middle classes, and in their whole life-style. This exclusiveness is explained in this article by analysing their recruitment process, their socio-economic and regional background, and their training and work environment, with an emphasis of their isolation from the masses.

BJUR, WESLEY and GERALD E. CAIDEN (Univ. of South California, Los Angeles). On reforming institutional bureaucracies. *International Review of Administrative Sciences*, 44(4) 78, p.359-65.

When an organisation created for instrumental purposes transcends that role and develops an excessive significance for its membership, it ceases to be an instrument and becomes an institution. In various

ways bureaucracies develop into institutions. The basic flaw in administrative reform strategies lies in the failure to appreciate the difference between reforming instrumental and institutional bureaucracies. Different reform strategies should be developed for the latter. For institutional bureaucracies, process of transformation is political rather than managerial and takes different forms, for which some generalizations are proposed.

BRITAN, GERALD M. (Northwestern Univ.), Evaluating a federal experiment in bureaucratic reform. *Human Organization*, 38(3) Fall 79, p.319-24.

This article deals with the Experimental Technology Incentives Programme (ETIP) established by presidential mandate in 1972 to explore new ways of facilitating technological change in the American economy. By 1976, ETIP had developed more than 50 ongoing projects in four major policy areas: procurement, regulation, government subsidy, and research and development. ETIP's *modus operandi* was to develop actual tests of new policies with cooperating government agencies as a basis for wider policy prescriptions. An evaluation team headed by the author assessed the ETIP's role as an agents of bureaucratic change. It was found that bureaucracies resist change not because of any intrinsic organisational inertia and the agencies are often willing to experiment with new methods.

ENCARNATION, DENNIS J. (Duke Univ., Durham). The Indian central bureaucracy: responsive to whom? *Asian Survey*, 19(11) Nov. 79, p.1126-45.

As a result of the growth of government activities, the bureaucracy has emerged as the major locus of political power. Two sets of determinants of bureaucratic behaviour are identified. The first arises from the bureaucracy's relations with other actors in the political and economic systems; and the second, from the bureaucracy's internal structures, procedures, and norms. In this article various factors which

affect the bureaucracy's pursuit of legitimacy and resources are examined with a view to shed some light on how to analyse bureaucratic responsiveness and its determinants better. As regards public economic policies in India, the large industrial houses tend to have the upper hand in the implementation of supposedly redistributive, distributive, and regulatory measures. The behaviour of public regulatory agencies is disproving the basic assumptions that led to their creation.

HOOD, CHRISTOPHER and EILEEN SUTCLIFFE. The faces of bureaucracy. *New Society*, 50(890) 25 Oct. 79, p.186-7.

The technique of faces is used here to portray several dimensions of bureaucracy, like size of budget, number of employees, expenditure on salaries, etc. It is shown that the civil service is not an administrative mass and that each department possesses its own characteristics. There cannot be a single standard remedy for reforming the government bureaucracy. Quantitative analysis of government called here as "bureaumerics" (to make an analogy with econometrics) is still in its infancy.

BUSINESS—SOCIAL ASPECTS

IYER, V.R. KRISHNA. Corporate responsibility and social justice. *Kurukshetra*, 28(10) 16 Feb. 80, p.19-24, 26.

CABINET SYSTEM

ROUT, PRABAS RANJAN (Univ. of North Bengal). Political decision makers in West Bengal: a study of their socio-political characteristics. *Indian Political Science Review*, 14(1) Jan. 80, p.65-79.

Political leaders play a very important role in a parliamentary form of democracy. Though it is the legislature that enacts law, in reality, it is the Council of Ministers, from which emanate policy innovation, formation and to some extent implementation. In this paper an attempt is made to examine some socio-political variables of

the members of the West Bengal Council of Ministers, 1969. The variables are—place of birth, age, education, occupation, religion, caste, pre-legislative experience in their respective party organisations, legislative experience, and attachment with trade union politics.

CAPITAL PUNISHMENT

AVIO, KENNETH L. Capital punishment in Canada: a time-series analysis of the deterrent hypothesis. *Canadian Journal of Economics*, 12(4) Nov. 79, p.647-76.

RANKIN, JOSEPH H. Changing attitudes towards capital punishment. *Social Forces*, 58(1) Sept. 79, p.194-211.

VENUGOPAL RAO, S. A new look at capital punishment. *Indian Express*, 5 Feb. 80, p.6.

CASTE

ABRAHAM, C.M. A review of the trends in the caste system. *Madras Development Seminar Series Bulletin*, 9(12) Dec. 79, p.S.59-89.

DESHPANDE, V.N. Some methodological issues the study of caste and class in the Indian village/rural social structure. *Madras Development Seminar Series Bulletin*, 9(12) Dec. 79, p.107-38.

SHETTY, V.T. RAJSHEKAR. Caste and census. *Mainstream*, 18(26) 23 Feb. 80, p 28-9.

CHINA—ECONOMIC CONDITIONS

CHOUDHURY, RANBIR RAY. China's economy: in pursuit of better management. *Statesman*, 12 Mar. 80, p.6.

CHINA—SOCIAL POLICY

ROBERTS, MARIA. The social policy areas of marriage and family, family planning, child care and health care in China. *International Social Work*, 22(4) p.22-8.

CITY PLANNING

CHOWDARY, P.B. Problems of urban growth and management. *Civic Affairs*, 27(4) Nov. 79, p.9-16.

GOEL, ASHOK. Problems of Delhi city. *Economic Times*, 3 Jan. 80, p.5.

MA, LAURENCE J.C. The Chinese approach to city planning: policy, administration, and action. *Asian Survey*, 19(9) Sept. 79, p. 838-55.

MATHUR, H.S. Need of special agency for urban development. *Commerce*, 140(3580) 2 Feb, 80, p.176.

MICHAEL, RICHARD. Metropolitan development concepts and planning policies in West Germany. *Town Planning Review*, 50(3) July 79, p.287-312.

MORGAN, DAVID R., JOHN P. PELIS-SERO, and ROBERT E. ENGLAND. Urban planning: using a Delphi as a decision-making aid. *Public Administration Review*, 39(4) July-Aug. 79, p.380-4.

SCOTT, MARTIN. China: local involvement in planning. *Town and Country Planning*, 48(6) Sept. 79, p.192-6.

VAGALE, L.R. A critical appraisal of new towns in developing countries. *Urban and Rural Planning Thought*, 20(2) Apr.-June 77, p.53-60.

CIVIL SERVICE

BOWDEN, PETER (Monash Univ.). Structure and creativity: a civil service hypothesis. *Public Administration*, 57, Autumn 79, p.287-308.

This is an attempt to validate the hypothesis that the British home civil service's ability to adopt more innovative approaches to the social, economic and administrative problems can be strengthened if ministers are provided with more direct staff assistance. Initially, theories of crea-

tivity in organisations are explored to identify the significant factors in the innovative process. Then the existing constraints on innovation in British civil service are examined. Criteria to obtain an improved innovative capacity in the civil service are established and against those criteria the possible contribution of ministerial staffs is analysed.

CHI-YUEN WU. (New York Univ.). Public administrators and public policymaking. *International Review of Administrative Sciences*, 44(4) 78, p.333-46.

The classical model of public administration, with its theory of dichotomy of politics and administration, theory of the neutrality of the public services, and the theory of the autonomy of management function, dominated during the inter-war period. This theory had to face challenges after World War II. The purpose of this paper is to examine the nature of the post-war developments, describe the changing nature of the role of the public administrators in public policy-making, and analyse how such developments both strengthen and shake the classical model of public administration. The significant expansion of the role of the administrative arm of government resulted in a gradual usurpation by it of the policy-making power of the political arm. Various changes are explained to show that it is no longer possible to separate policy-making by political actors from policy implementation by administrators, even as a simplified assumption. The public administrators today are involved deeply in policy-making and the politicians are involved significantly in policy implementation, and as such the principle of political neutrality of civil servants is no longer applicable in majority of the countries. This paper was originally prepared for the Panel on Current Problems of Managerial Personnel in the Public Sector, at the 38th National Conference on Public Administration, held in 1977, at Atlanta, Georgia.

DANG, SATYA PAL. Civil servants and

left. *Mainstream*, 18(26) 23 Feb. 80, p.9-10.

DATTA-RAY, SUNANDA K. Last of the civilians; but the mystique marches on. *Statesman*, 30 Mar. 80, p.6.

The impact of ICS will linger for a long time though the last ICS officer has retired in March this year. It provided India with an efficient and unified administration. The ICS was embodiment of personal success and the same bureaucratic values are still reflecting the style. The imitative reverence is still perpetuated in Mussoorie.

DHARMA VIRA. Civil services—living up to contemporary reality. *Man and Development*, 1(4) Dec. 79, p.64-8.

After Independence from a law-and-order government, we have come to an era of welfare state and to achieve the new objectives, we need an entirely new and dynamic type of leadership at the political and administrative levels. Though the tasks are much more varied and all-embracing the structure of services has remained more or less unaltered. The political half of the administration has become the dominant wing of administration. There is no direct contact between the people and the administrators as the old-time method of frequent tours in rural areas by senior administrators has practically ceased. It is essential that the leaders in the permanent services and in the political wing of administration are chosen and trained with great care.

GALLAS, EDWARD C. and NESTA M. GALLAS. General problems of the public service. *International Review of Administrative Sciences*, 44(1-2) 78, p.151-8.

The scope and seriousness of the general problems of the public service vary from country to country. These problems arise from the public service environment and are not separable from the personnel system. As such it is not fruitful to transplant the personnel policies and practices of developed countries into developing ones.

Staffing is the single most costly and sensitive item in any operating public agency. Merit principles which are admirable in the abstract are difficult to discern in reality. Despite criticism and proposals for change, traditional systems are surviving and dominating the field. Effective work is accomplished by individuals in concert with others in their and other work units, and as such switch over in orientation from position or class to human work units is necessary.

KHAN, MOHAMMAD MOHABBAT. (Univ. of Dacca). Major administrative reform efforts in the civil service of Pakistan, 1953-1962: review and evaluation. *Indian Political Science Review*, 14(1) Jan. 80, p.111-29.

Since Independence in 1947 through 1964, efforts to reorganise the structure of government and to improve procedures of administration had been the subject of twenty-eight major reports, out of which four significant reports are dealt with in this article. They are—The Improvement of Public Administration in Pakistan, by Rowland Egger; Reorganisation of Pakistan Government for National Development, by Bernard Gladieux; Report of the Administration. Reorganisation Committee; and Report of the Pay and Services Commission, headed by Justice A.R. Cornelius. The Civil Service of Pakistan showed remarkable power of maneuverability in convincing the rulers that the radical recommendations of Egger, Gladieux and Cornelius were uncalled for and would be detrimental to the country's interest. On the other hand it supported the recommendations of Administrative Reorganisation Committee, which enhanced and strengthened its hold over the administration.

LYNN, NAOMI B. and RICHARD E. VADEN (Kansas State Univ.). Bureaucratic response to civil service reform. *Public Administration Review*, 39(4) July-Aug. 79, p.333-43.

The passage of the Civil Service Reform Act constitutes the first major overhaul of

the civil service since the system was created in 1883. This study investigates the attitudes of top level executives toward the reform measures. Responses were analyzed from questionnaires received from 1207 career federal executives at the GS 15-18 levels. This was followed by 25 personal interviews. The authors conclude that there was not a great mandate of support for the Carter proposal. On the positive side the lack of support is not high enough to preordain it to failure—*Reproduced*.

NEHRU, B.K. (United Nations). Civil service—constraints and the way out. *Man and Development*, 1(4) Dec. 79, p.69-77.

With the growth in the activities of government, the tasks of the civil services and their responsibilities have grown in proportion. There is no room for 'politics' in the 'staff' and 'line' functions of the civil service which are clearly distinguished. The ministers should not interfere in the discretion granted to administrative officers. Unfortunately in the States, particularly in the districts, the civil servants have been transformed from servants of the State for administering the laws into agents for carrying out the will of the ministers, irrespective of the laws and the merits of the case. This misuse of political power is becoming increasingly common. The reasons behind the growth of corruption in administration are mentioned. The functioning of civil service in United Kingdom is briefly reviewed and some measures are suggested to restore to the services the position a good government requires.

RAINEY, HAL G. (Florida State Univ.). Perceptions of incentives in business and government: implications for civil service reform. *Public Administration Review*, 39(5) Sept.-Oct. 79, p.440-8.

Surprisingly little research has been reported on what is frequently asserted to be a serious personnel problems in government—the harmful impact of civil service systems upon incentives and motivation. This study reports a comparison of ques-

tionnaire responses by government and business managers which indicates that the government managers: 1. perceive a weaker relationship between their performance and such incentives as pay, promotion, and job security, 2. feel that the formal personnel procedures governing their organizations provide much less flexibility in administration of such incentives (for example, they are much more likely to feel that it is difficult to fire a manager who is a poor performer), 3. score lower on scales of satisfaction with promotion and satisfaction with co-workers. Implications for civil service reform, for further research, and for theory are discussed.—*Reproduced.*

RAO, V. KRISHNA. Role of civil servants in democracy. *Mainstream*, 18(26) 23 Feb. 80, p.8.

RAY, SHAYMAL KUMAR (Univ. of Burdwan, W. Bengal). Indian administrative service—its dialectic and dilemmas. *International Review of Administrative Sciences*, 45(2) 79, p.169-75.

The Indian Administrative Service is a direct carry-over of the Indian Civil Service, the most celebrated All-India Service during the British days. The members of both these services have almost the same recruitment and training methods, service conditions, socio-economic background and elite psychology. Unlike I.C.S. predecessors the I.A.S. members have to share power with the representatives of the people. Development administration is subdivided into a number of functional areas and each of them calls for a specialist expertise. But unfortunately we are still continuing with the generalist tradition of administration. The urban social background of most of the I.A.S. officers stands in the way of their integration with the mainstream of our national life. The I.A.S. is incapable to act as an agent of change and has failed to implement the progressive legislations with dedication. Urban culture and elite structure have a dehumanising effect on the higher civil servants who do not care to think that behind every file there is a

human element. Reorientation of Indian administration is urgently required in all spheres—personnel, structural-organisational, attitudinal and behavioural-functional. It is suggested that this reconstruction should start with changes in the recruitment and training of the I.A.S.

TIMMINS, WILLIAM F. and MARTA CLARK. The use of reciprocity provisions in state and local civil service systems. *Public Personnel Management*, 8(5) Sept.-Oct. 79, p.282-6.

TIWARI, MADHU NIDHI. Towards career civil service in Nepal. *Prashasan*, 9(2) Feb. 78, p.34-47.

CIVIL SERVICE AND LEGISLATORS

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The theory governing the relationship between the politicians and administrators is deceptively simple. In practice while the politicians's primary instinct is to try to strengthen his hold, the administrator's one is to improve his prospects in service. This phenomenon results many a time in tragic consequences. Change in government should not create fear and apprehensions among administrators. This can be averted if the relationship between the politician in authority and the administrators are guided by proper norms. The politicians should not browbeat officials into taking convenient decisions. The officials too should not carry their independence to a stage where it develops a momentum and autonomy of its own breaking loose from the thinking of the policy-makers.

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Since Independence, the functions of Indian bureaucracy have increased both in number and complexity. Computerisation can help in handling this manifold increase in the volume of work. The introduction of computers involves physical and psychological problems. The managers opposed to computers are unable to evaluate correctly the benefits of computerisation and put forth antiquated arguments as hurdles in its adoption. The vested interests systematically sabotage plans for computerisation. The tedious psychological problems associated with computers must be solved before plans are finalised for the introduction of computers. The positive assessment of computers should be advertised and through proper education, misconceptions on several issues should be removed.

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Corruption has been a perennial accompaniment of financial administration since earliest times. It is defined as private advantage (other than legitimate salary) drawn from an official role in government. The aim of this paper is to present a conceptual analysis of three strategies adopted to cope with the problem, with the help of typical examples. The strategies are—personal centralised control, contracting out financial functions and public responsibility,

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Development administration, a multi-dimensional concept, involves a root and branch change of the economy and the society. Normally this change takes several decades, but the newly emerging countries of Asia want to telescope this growth in a few decades and as such the governments in these countries have to play a leading role in economic development. This needs a total transformation in the traditional administrative apparatus. The necessary organisational changes in the wake of this transformation are analysed in this paper. The new organisations need to be properly manned with immediate attention towards recruitment, training and development of personnel.

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It is not only unfair but erroneous to label different nation-states as developed or undeveloped. The present crisis in the field of development is due to confusion regarding the meaning, strategies and goals of development. Development is a collective process and is meaningful only if the concerns and interests of the *entire* population are taken into account. Aid is not the instrument through which *real* development in underdeveloped countries can take place. It is not the long-term solution and benefits donor more than the recipients. The author has recommended the adoption of 'self-reliance' as a strategy for development. Successful self-reliance needs commitment of leadership to transform social, economic and political conditions of the society and its ability to mobilize and include the masses in the process. The goal of development is the creation of "livable" societies through balanced growth and equitable distribution of resources among the population.

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of principles which can be used in determining the alternative which should be adopted. These principles on which effective planning should be based are spelled out by Davies in this article and has analysed the structures for planning as they have existed over the last three decades in Uttar Pradesh to assess the extent to which these principles are reflected in the development of planning and the planning machinery there.

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FOOD DEPARTMENTS

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The author has analysed the role and the functions of the Central Department of Food and has examined the growth in the nature and distribution of work, the pattern and number of staff, and the governmental expenditure in various sectors of the Department. The Department of Food was established in 1942. Over the years while the functions have remained the same, the number of Divisions and Sections has increased. Though food falls within the ambit of the states constitutionally, the Department has preferred to create Central Undertakings, rather than entrust the states with these functions. There has been a gradual concentration of policy-making powers in the political executive and the interaction with the public is conspicuous by its virtual absence. The growth in staff and expenditure is presented in two tables.

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Though a man cannot live by food alone, the bitter truth is that he cannot live without food. The importance of food management was realised during the Bengal famine of 1942. In a welfare state one of the basic responsibilities of the government is to ensure prompt and uninterrupted supply of food to the people all over the country. In India the Food Department was set up in 1942 but it was during Second World War that government control over foodgrains came up and has continued since then up to 1968 the major component of food management policy were public

distribution, imports, procurement, trade regulations and price control. Later on a new element of buffer stock came in. Following the recommendations of Foodgrains Enquiry Committee, Agricultural Prices Commission and Food Corporation were set up in 1965. The author was Food Secretary during 1973-1977 and has dealt in this article with the measures taken to overcome drought situations. This is a talk to the IAS probationers in Dec. 1977.

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Contents: Some thoughts on the criteria for evaluation of the performance of public sector fertilizer enterprises, by K.V. Ramathan; Banking industry—some criteria for evaluation, by V.R. Gupta; Public sector steel industry in India—evaluation of financial and physical performance, by M.P. Wadhawan; Criteria for evaluation of financial and physical performance of Air-India, by C.L. Sharma; An approach to performance evaluation, by A.C. Bose; Evaluating public sector performance and the STC, by G.R. Kulkarni; Evaluation of financial and physical performance, by S.M. Patankar; Sarvajani Ispat udyog me shramik utpadakta, by Reeta Sharma; National Fertilizers Limited.

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The public enterprises should not lag behind others in the task of capital formation. Modifications and reforms in their pricing system are necessary to achieve optimum use of limited resources and enable them to self-finance their expansion, improvement and modernisation. In this paper four questions are examined. They are:

1. Have the objectives been specified to harmonize economic and social interests which the public enterprises are called upon to fulfil and the norms to measure efficiency;
2. Is there a consistent pricing policy;

3. Does there obtain minimum cost level vis-a-vis pricing; and
4. Does there exist a system of sufficient consultation with the management to fix prices including profit or surplus margin.

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PANDE, G.B. Purchase system and the public sector. *Lok Udyog*, 13(9) Dec. 79, p. 19-22.

PARANJAPE, H.K. public enterprises—a bad year? *Seminar*, (245) Jan. 80, p.46-55.

Inefficiency in the public sector, which provides most of the essential infrastructure services, affects the economy as a whole. There is widespread impression that public sector undertakings are doing very badly and are letting down the economy. The reasons behind this impression are analysed here. In fact, if looked at in a properly disaggregated manner, the performance of the public sector will be found not to be as bad as it appears to be. These enterprises have been specially set up and developed in areas of difficult technology, high capital intensity and long gestation periods. If the government wants the public sector to fulfil certain social obligations, credit should be given to the enterprises for the costs of such obligations. The issues of government interference in administration and appointment of civil servants on executive boards are examined. Public sector managers cannot have a psychology different from their counterparts in the private sector and as such incentive payments related to a suitable measure of performance are necessary.

In many cases, personnel management is assigned little importance in the hierarchy of public sector management.

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PREMCHAND, A. Government and public enterprises—the budget link. *Finance and Development*, 16(4) Dec. 79, p. 27-30.

RANGACHARI, K. Public sector gains: those so-called objectives. *Statesman*, 29 Mar. 80, p.6.

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After the second World War, especially in developing countries, there has been great expansion in public enterprises. The practical considerations which led to this phenomenon are pointed out. They are playing an instrumental role in socio-economic development. Mainly they take three forms of organization—government department, joint stock company, and public corporation. A few suggestions regarding the overall organisation of public enterprises are offered. In government companies and public corporations decisions are taken by the board of directors. More often decisions regarding board membership are based on political pressure. Some arrangement is necessary to work out a proper balance accountability and flexibility.

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The draft national health policy recently circulated by the Government of India tries more to conceal than to reveal the attitude of the administrators to health care for our countrymen. The draft has made scientific medicine a limiting factor in the provision of health services in the rural areas. It is argued that starting of short courses in addition to the existing M.B.B.S. course will be a short sighted policy. The Indian Medical Association has already prepared a draft national health policy which along with the Government's one should be placed before the people to find out the acceptable one.

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INDIA—POLITICS

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INDUSTRY, RURAL

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Village industries are the principal means for increasing rural employment. Area-oriented approach is necessary for the development of local, regional and sub-regional economies. In each region or area agriculture and industry should be planned together, so as to lead to a composite rural-industrial economy. The problems in relation to any area have to be approached strategically, more or less simultaneously, from several sides. Various facets of this strategy are discussed in this paper in the light of the experience gained through the plans and the proposals made in the current plan.

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SHAH, S.G. Inflation, money and RBI policy. Commerce, 140(3585) 8 Mar. 80, p.402.

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MEHRA, BASANT K. Improvement of MIS credibility. Journal of Systems Management, 30(9) Sept. 79, p.37-40.

RANGNEKAR, SHARU S. Systems man in modern management. Industrial Relations, 30(3) May-June 78, p.130-2.

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ROMER, THOMAS and HOWARD ROSENTHAL. Bureaucrats versus voters: on the political economy of resource allocation by direct democracy. Quarterly Journal of Economics, 93(4) Nov. 79, p.563-87.

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INTERNATIONAL BUSINESS ENTERPRISES

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INTERNATIONAL ECONOMIC RELATIONS

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BANERJEE, SUBRATA. Restructuring of international economic relations. *Yojana*, 24(1-2) 26 Jan. 80, p.19-21, 26.

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The evaluations of agriculture projects by government agencies usually contain some general observations on the social characteristics of the farming community and its institutions and on the organisation of government services. Their central focus is on the *results* of management, not on the

management or decision making *process* which has contributed to the achievement of those results. They record what has happened but provide only limited evidence as to *how* it happened and *why* it happened that way. The main purpose of this paper is to register a plea that project appraisal and evaluation should not be confined simply to economic assessment of expected or actual performance, but rather that it should embrace a detailed analysis of the principal factors on which the success or failure of project performance depends, with particular emphasis on the processes of management. The paper attempts to provide a specific illustration of the need for such an approach by outlining a suggested methodology for evaluating the organization and management of already established irrigation projects.

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DHOLAKIA, RAVINDRA H. Economic appraisal of modernisation of irrigation projects—a comment. *Vishleshan*, 5(2-3) June-Sept. 79, p.263-5.

LUDDEN, DAVID. Patronage and irrigation in Tamil Nadu: a long-term view. *Indian Economic and Social History Review*, 16(3) July-Sept. 79, p.347-65.

MOHSIN, NADEEM. Water management: some basic problems. *Economic Times*, 3 Jan. 80, p.5.

India has so far utilised approximately only thirty per cent and eight per cent of surface water and ground water potential respectively. There are significant drawbacks in achieving maximum benefits out of the various irrigation projects. An important drawback in the construction stage of an irrigation project is that very often the created irrigation potential is not fully utilised as water courses or field channels are not ready simultaneously with the canals. The problems of under-utilisation are examined from two angles, economic

and administrative. The economic problems are mainly those of unequal distribution of land, lack of adequate know-how among farmers, defective cropping pattern, faulty water rates and water-logging. There is lack of coordination between various departments which help in enhancing the technique of water management. Infrastructural facilities for full development of ayacuts are not sufficient. To overcome the administrative drawbacks a few measures are suggested.

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WADE, ROBERT. Collective responsibility in construction and management of irrigation canals: case of Italy. *Economic and Political Weekly*, 14(51-52) 22 Dec. 79, p.A-155-60.

ZAIDI, S.N.A. Gandak Command Area Development Project: the concept and approach—an evaluation report. *Administrator*, 23(3-4) July-Dec. 78, p.501-20.

Command Area Development means the provision of all necessary physical works and agriculture supporting services to enable realisation of full productive potential of the existing irrigation project. Gandak Command Area is one of the forty-six major and medium irrigation commands all over the country. It is an ambitious joint venture of the States of Bihar and Uttar Pradesh. The author has dealt with components of development, methodology of work, irrigation potential and utilisation, irrigation distribution system, drainage scheme, soil and water management, agriculture production plan, etc. There are three annexures. In the first annexure, statistical data about irrigation potential is presented. The second one is a statement about allotment of funds and expenditure during 1972-77, and in the third one administrative organisation of the project is shown. Public involvement has

been ensured from the very grassroot level to the highest level. It is suggested that there should be a monitoring cell to bring the feedback and evaluate the impact of various activities.

JOB ANALYSIS

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JOB SATISFACTION

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NOORANI, A.G. Law commission's timely report. *Indian Express*, 1 Mar. 80, p.6.

NAYAR, KULDIP. Judge, judge thyself. *Indian Express*, 26 Mar. 80, p.6.

LABOUR AND POLITICS

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LABOUR AND STATE

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DAS GUPTA, D. Problems of industrial relations in multi-unit organisation manufacturing single product. *Industrial Relations*, 30(4) July-Aug. 78, p.141-4.

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RADHAKRISHNAN, K.P. Distribution of land holdings in Tamil Nadu. *Khadi Gramodyog*, 26(4) Jan. 80, p.196-9.

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LAND USE

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BEST, ROBIN H. Land-use structure and change in the EEC. *Town Planning Review*, 50(4) Oct. 79, p.395-411.

CAIDEN, GERALD, RICARDO ACOSTA and SHAHIR BIN NASIR. The underutilization of farm land in poor countries. *Public Administration*, 4(2) Dec. 79, p.1-30.

In poor countries serious underutilization of farmland persists and defies well-intentioned efforts to bring more land under cultivation and to improve yields. The reasons behind this phenomenon are pointed out and the analysis of adopted solutions indicates that none of them seems to have worked satisfactorily. Ethics of production in peasant societies differ from industrial societies but not many people have tried to know what makes peasants think the way they do, and read the way they do, behave the way they do. Taking into account the moral and psychological disposition of peasants Taiwanese model of farmers' association seems to be a promising one. Any way no solution will work if people do not care whether others starve and governments fail to take initiative in tackling under-utilization.

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LEADERSHIP

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IYER, RADHA. Legal aid for the poor: a paper tiger. *Business Standard*, 6 Jan. 80, p.5.

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motivational determinants of legislative careers in the Netherlands. *Legislative Studies Quarterly*, 4(3) Aug. 79, p. 447-65.

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KATYAL, K.K. Why ruling party wants control of Rajya Sabha. *Hindu*, 11 Feb. 80, p.8.

NOORANI, A.G. Dissolution of state assemblies. *Indian Express*, 19 Jan. 80, p.6.

PALKHIVALA, NANI A. Dissolution of assemblies: approval of Rajya Sabha irrelevant. *Times of India*, 22 Feb. 80, p.6.

SAHAY, S. Dissolution and after. *Statesman*, 6 Mar. 80, p.6.

UPRETI, B.C. Nepal's panchayat democracy in crisis. *Eastern Economist*, 74(4) 25 Jan. 80, p.186-9.

LOCAL GOVERNMENT

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This brief account of local government in Pakistan since Independence speaks for

its neglect and indifference both by the government and the people. It describes how the local government institutions were stifled with a purpose to suit the selfish politicians.

LOCAL TRANSPORTATION

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MODAK, S.K. Transport planning in developing cities. *Journal of Transport Management*, 3(8) Mar. 80, p.5-9.

RADHAKRISHNAN, K. Problems of bus transport management. *Journal of Transport Management*, 3(8) Mar. 80, p.28-9.

LOTTERIES

LAIDLAW, KEITH and ALAN SUMBY. Local authority lotteries in the United Kingdom: a review, and current dilemmas. *Local Finance*, 8(5) Oct. 79, p.29-33.

MANAGEMENT

AGRAWAL, GOVIND RAM. (Tribhuvan Univ.). Management in the Nepalese context. *Prashasan*, 10(3) July 79, p.29-43.

The main approaches to the study of management are briefly discussed. They are traditional, behavioural, quantitative, systems, and contingency one. These approaches are by no means mutually exclusive and an effective manager makes a judicious mix of these approaches for achieving desired objectives. In Nepal a number of factors have adversely affected the growth of professionalism in management. Traditional approach is deeply entrenched. The typical characteristics of management environment milieu in Nepal are listed.

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MANAGEMENT—STUDY AND TEACHING

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MANAGEMENT BY OBJECTIVES

JOSHI, NAVIN CHANDRA. Appraising management objectives. *Eastern Economist*, 74(4) 25 Jan. 80, p.189-91.

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MOHAMMEDANS IN INDIA

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MONEY

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SHANTHAMANI, V.S. Occupational motivation of R and D personnel. Integrated Management, 14(10-12) Oct.-Dec. 79, p.7-9, 40.

SUR DAS. Diagnosing motivational constraints. Capital, 184(4595) 18 Feb. 80, p.2-4.

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WIMPERIS, BRUCE R. and JAMES L. FARR. The effects of task content and reward contingency upon task performance satisfaction. Journal of Applied Social Psychology, 9(3) May-June 79, p.229-49.

MOTOR VEHICLES—TAXATION

MAHESH CHAND. Impact of taxation on public transports. Journal of Transport Management, 3(8) Mar. 80, p.10-16.

MUNICIPAL FINANCE

Duncan, Harley T. Local government investment pools in the United States. Local Finance, 8(5) Oct. 79, p.11-16.

TAYLOR, JOHN A. The consultative council on local government finance—a critical analysis of its origins and development. Local Government Studies, 5(3) May-June 79, p.7-36.

MUNICIPAL GOVERNMENT

HOCHMAN, ODED and HAIM OFEK. A theory of the behavior of municipal governments: the case of internalizing pollution externalities. Journal of Urban Economics, 6(4) Oct. 79, p. 416-31.

KRANNICH, RONALD L. and CARYL RAE KRANNICH. Anonymous communications and bureaucratic politics in Thailand. Administration and Society, 11(2) Aug. 79, p.227-48.

This article analyses the origins, interpretations, and impacts of anonymous letters in the municipal system of Thailand. First, these letters are one form of political communication. Second, they have political origins and result in political interpretations and action. Third, they have important psychological and behavioral impacts on individuals, groups, and organizations. As both causes and consequences of bureaucratic politics, anonymous letters arise from jealousy, envy, and vindictive

power relations: they generate greater complexity, uncertainty, and instability in government. In the end, anonymous letters are one important dimension of bureaucratic-political behavior that prevents bureaucracies from becoming highly centralized, rational, competent, and apolitical.

MUNICIPAL SERVICES

RICH, R.C. Neglected issues in the study of urban service distribution: a research agenda. *Urban Studies*, 16(2) June 79, p.143-56.

OFFICE MANAGEMENT

CONNELL, JOHN J. The office of the future. *Administrative Management*, Jan.-Mar. 79, p.9-14.

OFFICIAL SECRETS

NAYAR, KULDIP. Secrecy in government. *Indian Express*, 19 Mar. 80, p.6.

In every segment of public administration secrecy prevails and so there is practically no public debate on important matters and no feedback to the government. Excessive secrecy also leads to greater abuse of authority, and covers up administrative deficiencies. The concept of open government demands provision of detailed information about public policies.

SECRECY in Government. *Indian Journal of Public Administration*, 25(4) Oct.-Dec. 79, p.987-1360 (entire issue).

Contents: Editorial; Laws on access to official documents, by Donald C. Rowat; Secrecy and publicity in a parliamentary democracy the case of the Netherlands, by B.J.S. Hoetjes; Government secrecy in Canada, by Gordon Dohle; The Problem of secrecy in Canadian public administration: some perspectives, by P.K. Kuruvilla; The federal privacy commissioner of Canada: defender of peoples' privacy, by G.B. Sharma; The open government and its enemies (with apologies to Karl Popper),

by K. Seshadri; Official secrets and freedom of information in India, by M. Chalapathi Rau; Secrecy in government in India, by Shriram Maheshwari; The right to privacy and freedom of information: the search for a balance, by R.B. Jain; Open government in the United States, by O Glenn Stahl; Executive privilege: recent trends, by P.M. Kamath; Secrecy in government in Australia, by A Hoyle; Openness and secrecy in British government, by Govin Drewry; Secrecy and the law in India, by O.P. Motiwal; The modern state and administrative secrecy: a case study of India, by C.P. Bhambhri; Secrecy needs in police administration, by P.D. Sharma; Over-secrecy in reporting communal incidents, by S.C. Misra; Administrative secrecy vs. openness in UK, by S.C. Vajpeyi; Personal privacy in the United States, by N.K.N. Iyenger; Freedom of the press in Sweden; Freedom of the press Act—Sweden; Freedom of Information Act—United States of America; Privacy Act 1974 United States of America; Government in the Sunshine Act 1976—United States of America; Access to official information—Canada; Freedom of Information Bill—Canada; Access to official information—Australia; The Freedom of Information bill—Australia; Public right to access—Britain; Access to administrative information—Netherlands; The Official Secrets Act, 1923—India; Secrecy in government: a select bibliography, by Mohinder Singh and R.N. Sharma.

OPERATIONS RESEARCH

TALBOT, C.R.S. Applications of OR to VAT control. *Management Services in Government*, 34(3) Aug. 79, p.156-62.

ORGANISATION

AL-KOUBAISY, AMER. The classical vs. modern organization theories in developing countries. *Development Policy and Administration Review*, 4(1) Jan.-June 78, p.50-64.

HJELHOLT, GUNNAR. Questions about organisational energy. *Human Futures*, 2(4) Winter 79, p.280-5.

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PARRIS, JOHN. Designing your organisation. *Management Services*, 23(10) Oct. 79, p.10-14.

ORGANISATION AND METHODS

PARRIS, JOHN. Is there a future for work study, organisation and methods? *Management Services*, 23(11) Nov. 79, p.10-13.

PAKISTAN—ECONOMIC CONDITIONS

MAJEED, IZZAT. Pakistan economy and wests' new strategy. *Mainstream*, 18(30) 22 Mar. 80, p.11-12.

PAKISTAN—POLITICS

QURESHI, SAMEEL AHMED. An analysis of contemporary Pakistani politics: Bhutto versus the military. *Asian Survey*, 19(9) Sept. 79, p.910-21.

PATENTS

DEVEREUX, A.N. Intellectual property rights. *Management Services in Government*, 34(3) Aug. 79, p. 163-9.

Patents constitute one of the most widely known "Intellectual Property Rights". This article deals with the Principal Directorate of Patents, which carries out a blend of legal and technical work in the area of what are known as "Intellectual Property Rights".

PENSIONS

MAHESHWARI, S.R. A mere pittance for twilight years. *Hindu*, 20 Jan. 80, p.17.

With the passage of the Pensions Act,

1871, which was amended in 1961, pensionary benefits began to be provided to all civil servants in the whole of British India. The multiple problems an average pensioner encounters are analysed. Being unorganised and weak the pensioners are unable pursue their demands effectively. There is no uniform age of retirement and the multiplicity of retirement ages entails grave dysfunctionalities. Despite the recent liberalisation in pension rules, the benefits fall short of the needs. The present pensionary arrangements are unprincipled, unintegrated and replete with anomalies. It is suggested that Central Government should appoint a national pension commission to examine the whole issue.

SHEN, PAUL. Cash management of state and municipal pension funds. *Government Accountants Journal*, 28(2) Summer 79, p.53-9.

PERSONAL PROPERTY—TAXATION

LINDHOLM, RIDHARD W. Public choice and land tax fairness. *American Journal of Economics and Sociology*, 38(4) Oct. 79, p.349-56.

PERSONAL TAXES

CHELLIAH, RAJA J. Case for an expenditure tax. *Economic and Political Weekly*, 15(4) 26 Jan. 80, p.158-74.

PERSONNEL

GAMMON, GEOFFREY and DAVID YOUNG. The Ministry of Defence's review of personnel management in the administration group and its consequences. *Public Administration*, 57, Autumn 79, p.271-85.

WALDRON, RONALD J. and JOHN R. ALTEMOSE. Determining and defending personnel needs in criminal justice organizations. *Public Administration Review*, 39(4) July-Aug. 79, p.385-9.

PERSONNEL, PUBLIC

CHOI, YEARN H. Economy and equity in public personnel management: a liberalism/conservatism synthesis. *Public Personnel Management*, 8(4) July-Aug. 79, p.223-8.

KRAUSE, ROBERT D. Public personnel in a changing world. *Public Personnel Management*, 8(5) Sept.-Oct. 79, p.340-3.

PERSONNEL, PUBLIC—
CLASSIFICATION

SUVEDI, PURUSHOTTAM. (Administrative Management Dept., Nepal). Position classification in theory and practice. *Prashasan*, 10(3) July 79, p.19-28.

The system of position classification was introduced in America as a component of scientific management theory. Now on the basis of behavioural approach a synthesis concept of classification is arising. An attempt is made in this paper to analyse different aspects of classification and to outline the steps taken to introduce classification system in Nepal. At present the Administrative Management Department is conducting job evaluation survey along with position description which may lead to the implementation of classification system with a synthesis approach. The main differences between the present systems in U.S.A. and Nepal are explained and an exemplary model developed by the author is presented in an appendix.

PERSONNEL, PUBLIC-EMPLOYEE
RELATIONS

SULZNER, GEORGE T. The impact of labour relations upon the administration of federal personnel policies and practices: the view from twenty bargaining units. *Public Personnel Management*, 8(4) July-Aug. 79, p.229-41.

PERSONNEL, PUBLIC—
EXAMINATIONS

ABRAHAM, A.S. UPSC examination

'reform': the medium is the message. *Times of India*, 4 Jan. 80, p.8.

Though UPSC had been insisting on a gradualist approach in switchover to Indian languages in its examinations the option of writing all papers in English or in any of the fifteen languages listed in the eighth schedule of the constitution was given for the first time in 1979 examinations. This was due to the unfortunate decision taken by the Janata government, having strong pro-Hindi and anti-English elements. In 1979 only fourteen per cent chose to write their papers in Indian languages and this indicates that the demand for 'indigenisation' has no effective support among those who stand to benefit from it. Use of English ensures a common criteriyn of evaluation and even if it is a handicap, it is equally shared by all candidates. The students are aware that English is not just necessary and is indispensable. As such total abolition of English in examinations will be an anti-democratic method.

PERSONNEL, PUBLIC—RECORDS

BAMFIELD, C. (Civil Service Dept., London). Personnel information systems in the public sector: replies to a questionnaire. *International Review of Administrative Sciences*, 45(2) 79, p.110-16.

This paper is based on a survey conducted by the Personnel Administration Committees of the International Institute of Administrative Sciences. The survey information was summarized in early 1978. Returns were received from various countries to a questionnaire consisting of fourteen questions. Here the results are grouped and analysed under five sections. They are—the nature of the information systems, the coverage of information, the input and output of information, the main purposes of the system, and stage of development and future plans. Apart from some comments on the manual and computer systems the text of the questionnaire is given in an appendix.

PERSONNEL, PUBLIC—SELECTION

PHILLIPS, A. Selection of staff for management services. *Management Services in Government*, 34(3) Aug. 79, p.151-5.

PERSONNEL, PUBLIC—SERVICE RATING

NEWLAND, CHESTER A. Performance appraisal of public administrators: according to which criteria? *Public Personnel Management*, 8(5) Sept.-Oct. 79, p.294-304.

Three double sets of criteria are examined in this paper. They are (1) expectations of the public agency and of subordinates; (2) requirements of the law and responsibility to the public; and (3) professional standards and expectations of self. Though it is difficult to measure executive functions in individuals, their presence or absence in an organisation is relatively easier to identify.

WHITE, ROBERT. Performance enhancement by reciprocal accountability. *Public Personnel Management*, 8(4) July-Aug. 79, p.262-76.

POLICE

IGNATIEFF, MICHAEL. Police and people: the birth of Mr Peels 'blue locusts'. *New Society*, 49(882) 30 Aug. 79, p.443-5.

KETTLE, MARTIN. Guns, the police and the citizen. *New Society*, 50(894) 22 Nov. 79, p.431-2.

MATHUR, KRISHNA MOHAN. Community control of police—the implications of decentralisation of police functions. *Police Research and Development*, (2) Apr.-June 79, p.8-11.

NANDY, RAJ. Police and the community. *Hindustan Times*, 2 Mar. 80, p.I.

In a democratic framework the community has to play a responsible role in

crime prevention and detection for which police only is held accountable. The reasons behind the apathy on the part of an average citizen and the gulf between the police and the community are pointed out, and some measures are suggested to involve the people in the police work.

REYNOLDS, ALLEN H. The reliability of a scored oral interview for police officers. *Public Personnel Management*, 8(5) Sept.-Oct. 79, p.324-8.

SHARMA, K.D. Role of the Bureau of Police Research and Development. *Police Research and Development*, 1, Jan.-Mar. 79, p.1-3.

The Bureau of Police Research and Development is the only organisation standing above the mundane and humdrum police departments. A large majority of police officers shy away from new ideas. Though the Bureau has already done a lot of good work, it has hardly been able to touch the fringe of the problem. Constant and repeated efforts are required to move the mass of the police body away from the beaten track. The officers in the Bureau who are insulated against the stresses and strains of ordinary police duties are fit to carry on their research work. Various areas in which this research work is required are spelled out. They relate to motivation, attitudes towards subordinates, promotional opportunities, work assessment, training, legal procedures, etc.

SHARMA, P.D. Dilemmas and inhibiting community participation in police work. *CBI Bulletin*, 13(9) Sept. 79, p.1-2; 13(10) Oct. 79, p.1-3.

TABER, WILLIAM R. Police and academe: some surprising similarities. *Police Journal*, 52(4) Oct.-Dec. 79, p.373-8.

POLITICAL DEVELOPMENT

NAMBOODIRIPAD, E.M.S. New phase of political development in India. *Social Scientist*, 8(2) Sept. 79, p.3-17.

POLITICAL PARTICIPATION

HUCKFELDT, R. ROBERT. Political participation and the neighbourhood social context. *American Journal of Political Science*, 23(3) Aug. 79, p.579-92.

POLITICAL PARTIES

NAGESHWAR PRASAD. Oligarchy in Indian parties at the local level. *Asian Survey*, 19(9) Sept. 79, p.896-909.

POLLUTION

BALA, MADHU. Menance of environmental pollution. *Khadi Gramodyog*, 26(4) Jan. 80, p.173-6.

BISHOP, A. BRUCE and RANGESAN NARAYANAN. Combined management of air, water and solid wastes. *Journal of Environmental Management*, 9(2) Sept. 79, p.103-21.

POPULATION

DESAI, P.B. Population policy. *Economic Times*, 11 Feb. 80, p.5; 12 Feb. 80, p.5; 13 Feb. 80, p.5.

RAO, H. VENKATESWARA. Malthusian theory of population and its relevance. *Indian Journal of Economics*, 60(237) Oct. 79, p.141-53.

POVERTY

AWASTHI, S.K. Focus on poverty. *Khadi Gramodyog*, 26(4) Jan. 80, p.167-72.

CHAUDHURY, RAFIQUH HUDA. Seasonal dimensions of rural poverty in Bangladesh: employment, wages and consumption patterns. *Social Action*, 30(1) Jan.-Mar. 80, p.1-27.

NADKARNI, M.V. Search for a strategy to alleviate poverty. *Kurukshetra*, 28(11) 1 Mar. 80, p.12-15.

RAO, V.K.R.V. A strategy to minimise

poverty. *Kurukshetra*, 27(9) 1 Feb. 80, p.12-13, 18.

SCOTT, WOLF. Poverty monitoring in developing countries. *Development and Change*, 10(3) July 79, p.445-60.

SEN, AMARTYA. Issues in the measurement of poverty. *Scandinavian Journal of Economics*, 81(2) 79, p.285-307.

THOM, ELIZABETH. Strategies against poverty. *International Social Work*, 22(4) 79, p.1-12.

PRESIDENTS

DAVIS, ERIC L. Legislative reforms and the decline of presidential influence on capital Hill. *British Journal of Political Science*, 9(4) Oct. 79, p.465-79.

RONALD, RANDALL. Presidential power versus bureaucratic intransigence: the influence of the Nixon administration on welfare policy. *American Political Science Review*, 73(3) Sept. 79, p.795-810.

PRESS

DATTA-RAY, SUNANDA K. Freedom of the press; myths that damage an ideal. *Statesman*, 5. Jan. 80, p.8.

KARWANDE, S.D. Article 19 of the constitution and the freedom of press. *All India Reporter*, 67 (Pt. 793) Jan. 80, p.2-6.

PROBATION

SIROHI, J.P.S. Probation officer's investigation report in the realm of criminal judicial administration. *Journal of the Indian Law Institute*, 21(3) July-Sept. 79, p.313-35.

PROBLEM SOLVING

KINDLER, HERBERT S. The influence of a meditation—relaxation technique on group problem-solving effectiveness. *Journal of Applied Behavioral Science*, 15(4) Oct.-Dec. 79, p.527-33.

PROJECT MANAGEMENT

CHITRAKAR, P.L. Evaluation and evaluation techniques in Nepal. Prashasan, 10(2) Feb. 79, p.40-7.

PUBLIC ADMINISTRATION

ARON, JOAN B. Citizen participation at government expense. Public Administration Review, 39(5) Sept.-Oct. 79, p.477-85.

CORREA, HECTOR (Graduate School of Public and International Affairs, Pittsburg). A quantitative analysis of public administration and government efficiency. Socio-Economic Planning Sciences, 13(5) 79, p.257-63.

The idea that the characteristics of public administrations influence the degree of fulfilment of government functions has a strong intuitive appeal, and is the justification for any attempt to improve public administrations. The principal object of this paper is a statistical analysis of this idea. For this purpose, it is assumed that: (a) the basis for appointment in the public administrations influence the quality of the employees, and (b) this quality, together with the employees' incentives, their stability, the characteristics of the interaction among employees, and the organization of public administrations influences government efficiency. In order to specify these ideas more precisely, several variables are defined to represent their components. The basis for the definition of these variables are that they are intuitively acceptable, and easily measurable. For the statistical analysis data to quantify the variables defined 17 Latin American countries and referring to the period between 1960 and 1970 were collected and analyzed. The principal conclusion of the study that the characteristics of the public administration should have a place in all studies of public finances. The most relevant characteristics seem to be the way that the public employees are selected, and—as a consequence—their qualifications. On the other hand, the level of salaries, the degree of socialization bet-

ween high officials and subordinates, and the stability of public employees do not seem to be particularly relevant—*Re-produced.*

EDDY, J.J. Sir Robert Peel and Australia. Australian Journal of Public Administration, 38(3) Sept. 79, p.279-90.

FLETCHER, BRIAN. Administrative reform in New South Wales under Governor Darling. Australian Journal of Public Administration, 38(3) Sept. 79, p.246-61.

HOGAN, MARY JANE. The administration of early medieval England, with special reference to Northumberland. Australian Journal of Public Administration, 38(3) Sept. 79, p.291-305.

KING, HAZEL. Frederick Goulburn: the man and his office. Australian Journal of Public Administration, 38(3) Sept. 79, p.233-45.

McMARTIN, ARTHUR. "Born bureaucrat": Thomas Cudbert Harington. Australian Journal of Public Administration, 38(3) Sept. 79, p.263-78.

MUHAMMAD, FAQIR. (United Nations, New York). Classical and modern management approaches and techniques in public administration: patterns and trends. International Review of Administrative Sciences, 44(1-2) 78, p.135-44.

Management approaches and techniques have grown tremendously during the last three or four decades. This paper seeks to convey an overview of the impact of classical and modern management techniques in public administration, at various levels. Public organisations are growing in numbers and size. The management of these complex organisations is not possible without the aid of these techniques.

MUWANGA BARLOW, C.H. (African Association for Public Administration and Management, Addis Ababa). The development of administrative sciences in English-

speaking Africa. *International Review of Administrative Sciences*, 44(1-2) 78, p.93-105.

With the spread of democracy and popularly elected governments, the bureaucracies have ceased to be servants of the king and have become servants of the people. This development occurred in various phases. But the newly independent states in English-speaking Africa are trying to merge all these phases into one. The British colonial rule left behind a legacy of problems for these states. The issue of Africanisation of public services is discussed and the administrative development of Ghana, Kenya and Tanzania is analysed. Though these countries have fairly common experiences and characteristics, it is impossible to generalize with any significant degree of accuracy about the growth and development so far achieved. On the whole, there has been limited fundamental reform in the structures of administrative services.

NICOLSON, I.F. Adam administration. *Australian Journal of Public Administration*, 38(3) Sept. 79, p.306-15.

PEOPLE and public administration (Papers presented at twenty first annual conference of the Australian Regional Groups held in Adelaide on 15-17 Nov. 78). *Australian Journal of Public Administration*, 38(1) Mar. 79, p.1-132 (entire issue).

Contents: The administration of family law, by Elizabeth Evatt; The parameters of government, by Gordon Barton; Discussion on papers, by Don Dunstan and Gordon Barton; Who owns government information? by Lindsay Curtis; Who owns government information? by John McMillan; Discussion on papers, by Lindsay Curtis and John McMillan; A public view of the public servant, by Eva Cox; A public service managers view, by J.H. Watson; The public service and the community, by J.E. Richardson; Discussion on papers by Eva Cox, J.H. Watson, and J.E. Richardson; Administrative chronicle: federal government, by A.R. Hoyle and G. Hawker; New

South Wales, by Barry Moore; Victoria, by Jean Holmes; Queensland, by Kenneth Wiltshire; South Australia, by Graham Boxhall; Western Australia, by Michael Wood; Tasmania, by G.A. Smith.

PUSIC, EUGEN. Development of the administrative sciences in Eastern Europe. *International Review of Administrative Sciences*, 44(1-2) 78, p.28-39.

RAKSASATAYA, AMARA. Development of the administrative sciences in Southeast Asia and Oceania. *International Review of Administrative Sciences*, 44(1-2) 78, p.50-69.

SHRESTHA, MANGAL K. Public administration in Nepal. *Prashasan*, 9(2) Feb. 78, p.23-33.

SINGH, B.R. Management practices of Nepal. *Prashasan*, 10(1) Nov. 78, p.52-61.

SUVEDI, PURUSHOTTAM S. (Administrative Management Dept., Nepal). Public administration problems in Nepal: an analytical overview. *Prashasan*, 11(1) Nov. 79, p.26-36.

The purpose of this paper is to examine and discuss some problems and prospects of contemporary administration in Nepal. The different stages of administrative development representing different approaches to the process of change and periodical reforms are analysed. The stages are: The period of national unification, 1769-1846; Government by family and administration by command, 1846-1951; Administration by the sycophants, 1951-1956; Administration by the goods, 1956-1961; Administration by the experts, 1962-1969; and Administration by the efficient professionals, 1969 onwards. These stages are interlinked with each other. Some of the main problems in different stages are identified and a few measures to overcome them are suggested.

SYMPOSIUM on applied research in the public sector. *Public Administration Review*, 39(5) Sept.-Oct. 79, p.407-31.

Contents: Applied research in the public sector, by Thomas Vocino; Academic technical assistance: the university and state government, by Jeffrey Affel and John A. Worthley; Consultants and technology transfer in the public sector, by Richard L. Pattenau and Larry M. Landis; Survey research for public administrators, by Gregory A. Daneke and Patricia Kolbus-Edwards; The many meanings of research utilization, by Carol H. Weiss.

WHELAN, NOEL. (Dept. of Economic Planning and Development) Public service adaptation—its nature and requirements. *Administration*, 27(1) Spring 79, p.85-96.

The purpose of this paper is to examine what condition or set of conditions ought to underpin a strategy for public sector adaptation so that it may be successful. The focus is on three key questions. They are—(1) What factors or considerations are likely to influence both the kind of adaptation which may be necessary in public administrations and the basic strategy which is likely to be required before effective change can be realised? (2) In consequence, what critical features of public administrations are likely to be in need of change and adaptation? (3) Against the background of these two questions, what is likely to be required in a strategy to bring about the needed change or adaptation? This paper was presented at an OECD Symposium "Managing Change in the Public Administration" on 5-9 February 1979 in Madrid, Spain.

PUBLIC ADMINISTRATION— STUDY AND TEACHING

CHAPMAN, RICHARD A. The development of the academic study of public administration in the United Kingdom, the United States, Canada and Ireland. *International Review of Administrative Sciences*, 44(1-2) 78, p.40-9.

GARSON, G. DAVID. The institute model for public-sector management development. *Public Personnel Management*, 8(4) July-Aug. 79, p.242-56.

PUBLIC DISTRIBUTION SYSTEM

BHARDWAJ, J.N. Needed a faultless distribution system. *Indian Worker*, 28(16-17) 28 Jan. 80, p.13-14.

PUBLIC GOODS

WILDASIN, DAVID E. Local public goods, property values, and local public choice. *Journal of Urban Economics*, 6(4) Oct. 79, p.521-34.

PUBLIC POLICY

ANDERSON, CHARLES W. (Univ. of Wisconsin, Madison). The place of principles in policy analysis. *American Political Science Review*, 73(3) Sept. 79, p.711-23.

Any theory of policy evaluation has to address the problem of the choice of criteria for decision making. In most theories of policy rationality, derived from economic theories of the utility-maximizing individual and a positivist conception of valuation, such values are to be regarded as the "preferences" of the policy maker. The stipulation and ordering of standards of judgment is not considered to be part of policy rationality itself. This conception of rationality is not obligatory. Understanding rationality as having good reasons for an action, and policy judgment as a process of argument, enables us to stipulate certain standards at the metropolitical level which any system of policy evaluation must meet. It is possible to identify a logical sense in which such classic principles as authority, justice and efficiency can be understood as necessary considerations in any rationality defensible policy appraisal. —*Reproduced*.

CLAPHAM, W.B., Jr. (International Institute for Applied Systems Analysis, Austria) R.F. Pestel and H. Arnaszus. (Institut Fuer Philosophie, Frie Univ. Berlin).

On the scenario approach to simulation

modelling for complex policy assessment and design. *Policy Sciences*, 11(2) Nov. 79, p.157-77.

This paper reviews the major issues posed by scenario-based simulation modeling in the policy process, using agricultural policy as an example of a complex decision arena. Policy is seen as a process by which decision makers use the instruments under their control to approach the general goals of society. Models can help to choose instrument settings, evaluate policy options, and assess their appropriateness to a particular situation. But they cannot design policy; the interactions between policy makers and models are critical if modeling is to be useful in the policy process. Policy models must be oriented to the factors that focus and constrain judgements in the real world, as well as toward the substantive problems motivating analyses. These include the actors within the system, as well as the geographic and disciplinary contexts of the problems. Scenario-writing provides a way of ordering understanding and judgement about different phenomena to help users interact most effectively with a model and to insure that the perspectives of the model are most appropriate to the needs of the decision-maker. It is an interactive and evolutionary process which can provide a great deal of insight into the assessment phase of policy design.—*Reproduced*

JOHNSON, RONALD W. (Research Triangle Institute, North Carolina) and Robert E. O'Connor. (Pennsylvania State Univ.) Intra-agency limitations on policy implementation: you can't always get what you want, but sometimes you get what you need. *Administration and Society*, 11(2) Aug. 79, p.193-215.

The literature on policy implementation suggests three major reasons for the failure of program personnel in public bureaucracies to implement policy as expected by upper-level administrators and legislators: (1) lack of understanding of policy objectives, (2) lack of resources or capability, and

(3) disagreement with policy objectives. Most of the literature, however, also either implicitly or explicitly assumes that policies which are not implemented are the "correct" policies and conclude with observations on how to better control the behavior of policy implementation personnel. This article introduces evidence that lowerlevel personnel do indeed change or ignore policy directives, but do so deliberately and in a manner consistent with larger system goals. Evidence from a state welfare organization suggests more attention to the reasons for deviation from official regulations and more discretionary authority for lower-level personnel.—*Reproduced*.

MONTIJOY, ROBERT S. Toward a theory of policy implementation: an organizational perspective. *Public Administration Review*, 39(5) Sept. 79, p.465-76.

ROHRBAUGH, JOHN and PAUL WEHR. Judgement analysis in policy formation: a new method for improving public participation. *Public Opinion Quarterly*, 42(4) Winter 78, p.521-32.

RUSTAMJI, K.F. Agenda for the new government. *Mainstream*, 18(22-23) Republic Day 80, p. 19-22.

SABATIER PAUL and DANIEL MAZMANIAN. The conditions of effective implementation: a guide to accomplishing policy objectives. *Policy Analysis*, 5(4) Fall 79, p. 481-504.

Although most studies of policy implementation have been very pessimistic about the ability of important statutes actually to achieve their objectives, there have been a few success stories. The authors first identify five conditions conducive to effective implementation and then suggest a number of strategies available to legislative and other policy formulators for overcoming deficiencies in one or more of these conditions.—*Reproduced*.

PUBLIC UTILITIES

SAVAS, E.S. On equity in providing public services. *Ekistics*, 46(276) May-June 79, p.144-8.

PUBLIC WELFARE

ALBRITTON, ROBERT B. Measuring public policy: impacts of the supplemental security income programs. *American Journal of Political Science*, 23(3) Aug. 79, p.559-78.

PEARMAN, JEAN R. Social values and priorities for governmental helping services: the outlook for survival. *International Social Work*, 22(3) 79, p. 58-67.

PLOTNICK, ROBERT D. Social welfare expenditures: how much help for the poor? *Policy Analysis*, 5(3) Summer 79, p.271-89.

The author analyzes the growth of government social welfare expenditures and the extent to which they have benefited low-income persons. He finds that distribution of benefits from social welfare programs was strongly pro-poor during 1965-1976 and offers a few reasons for the persistence of poverty in the face of this aid. He explores the importance of income-tested benefits, changing in the mix of program benefits received by the poor, and differences between federal and state-local aid to the poor, and speculates about the next ten years of social welfare spending.—*Reproduced*.

VERMEER, EDUARD B. Social welfare provisions and the limits of inequality in contemporary China. *Asian Survey*, 19(9) Sept. 79, p.856-80.

WHITE, FRED C. Public welfare and state-local government finance. *Socio-Economic Planning Sciences*, 13(4) 79, p.205-12.

RADIO BROADCASTING

CHOWLA, N.L. AIR and Doordarshan:

need to re-examine priorities. *Indian Express*, 12 Feb. 80, p.6.

RAILWAYS

BHASKAR, NEEL. Wagon industry: problems analysed and prospects indicated. *Economic Times*, 17 Jan. 80, p.5.

KHOSLA, G.S. Indian railways: lessons of the recent past. *Statesman*, 26 Jan. 80, p.8.

MATTHAI, THOMAS. The way railways are run. *Indian Express*, 4 Mar. 80, p.6.

SATYAWADI, N.C. Risk analysis and financial evaluation. *Indian Journal of Economics*, 60 (236) July 79, p.67-79.

STEVENSON, D.G. and G. GEORGI-ADES. Operational research and corporate planning in railway management. *Journal of the Operational Research Society*, 30(10) Oct. 79, p.849-59.

REGIONAL PLANNING

MACKAY, R. ROSS and LYDIA THOMSON. Important trends in regional policy and regional employment a modified interpretation. *Scottish Journal of Political Economy*, 26(3) Nov. 79, p.233-60.

RAMANA, K.V. and P.V. SARMA. Disparities in development—a block level study of Telangana region. *Indian Journal of Regional Science*, 11(1) 79, p. 55-67.

SCHOFIELD, J.A. Macro evaluation of the impact of regional policy in Britain: a review of recent research. *Urban Studies*, 16(3) Oct. 79, p. 251-71.

RESEARCH

SNIZEK, WILLIAM E. The relationship between theory and research: a longitudinal perspective. *Sociological Quarterly*, 20(1) Winter 79, p. 147-54.

RESOURCES PLANNING

NEWMAN, MONROE and BRINLEY J. LEWIS. Regional resource allocation. *Public Administration Review*, 39(4) July-Aug. 79, p. 355-62.

RURAL DEVELOPMENT

AGARWALA, VIRENDRA. Integrated rural development. *Yojana*, 23(24) 1 Jan. 80, p. 19-20.

In spite of the overall improvement that has taken place in the Indian economy during the period from 1960-61 to 1973-74, the rural poverty has increased both in magnitude and intensity. The rural poor consist of agricultural labour households, small landholders and village artisans progressively thrown out of their traditional occupations. Improvement in their economic status largely depends on the extent of generation of employment opportunities for them. It is not enough to evolve policies and to formulate programmes to benefit the rural poor but what we need today is to monitor the programmes with strong administrative commitment in assuring that the benefits percolate to the rural poor.

AGRAWAL, GOVINDA R. Managing rural development in Nepal. Prashasan, 10(1) Nov. 78, p.40-51.

BAPNA, ASHOK. (Univ. of Rajasthan). People's participation in rural development. *Yojana*, 23(24) 1 Jan. 80, p.21-2.

In Asia the process of economic development has bypassed the poor. With the inception of planning in India, various schemes of rural development have been introduced from time to time. This article "Food for work programmes" has been discussed. Work like road building, irrigation programmes, flood protection, soil and water conservation, land reclamation, repair of school and other public utility buildings and the like is undertaken. This programme has been well received by the states and has become an important instru-

ment of rural development. As rural labour otherwise lying idle is provided with gainful employment, the beneficiaries belong to the poorest segments of society. Moreover the programme has evoked a feeling of participation among the rural poor.

BASLER, ALOIS. The concept of integrated rural development. *Co-operative News Digest*, 30(10) Oct. 79, p.182-6.

In developing countries integrated rural development has become a focal point of discussion. The growth pattern of industrial sector is not sufficiently large to absorb even the annual increment of working population. The important objectives of rural development are increase in food production, improvement in material infrastructure, attenuation of the "flight from the land" by provision of jobs in agricultural and non-agricultural fields, and integration of whole population with the socio-economic process of development and decision-making. The necessary pre-conditions which will make rural development programmes effective and successful are analysed.

CHANDRA, V. Plant resources for rural development. *Khadi Gramodyog*, 26(3) Dec. 79, p. 136-40.

CHOPRA, S.D. Co-operatives and integrated rural development. *Co-operative News Digest*, 30(10) Oct. 79, p.174-7.

The development of agriculture occupies an important place in all rural development programmes and co-operative societies are playing a vital role in this respect. They provide an institutional infrastructure not only for primary sector but tertiary sector also. They are playing useful role in credit, marketing, cattle farming, poultry, dairy, fisheries, sheep rearing small industries, etc. The achievements of co-operative sector are explained in this article.

DEVENDRA KUMAR. Technology for rural development—criteria and parameters.

Man and Development, 1(2) July 79, p.83-6.

FOCUS on rural development. Administrative Change, 6(1-2) July 78-June 79, p. 1-235. (Entire issue).

Contents: Rural development: issues and perspectives, by Rajni Kothari; Adjusting palate to grassroots planning, by Mohan Mukerji; Rural-urban relationship in the process of development, by K.V. Sundaram; The role of panchayati raj institutions in agricultural development: a study in community action and change, by S.P. Sinph; Functional approach to panchayat development: a post Asoka Mehta Committee perspective by Bhupendra Hooja; Role of command Area Development Programme in rural development, by T.K. Jayaraman; Micro level credit planning and the rural delivery-cum recovery system in India, by Rakesh Hooja; Approaches to integrated rural development in India: administrative and organizational issues, by P.R. Dubhasi; Reorganization of agricultural extension machinery in India through T. and V. system by R C. Sood; Designing intervention strategies in rural areas by Harsh Sethi. Education for rural development: some experiences from an action research project, by T.V. Rao; On entrepreneurial achievements in a industrially progressive rural setting: Anand, Gujarat, by T.K. Moulik; Social constraints in rural development by A.P. Barnabas; Bureaucrat's attitudes towards citizen participation in rural development: a note in the Indian context, by Hiren J. Pandya; Harijans and rural local government, by P.A. James and G. Sreenivas Reddy; Financing of small industries in Rajasthan: some organisational issues by M.L. Mishra; Rural development: the elusive horizons, by T.N. Chaturvedi.

Whereas the emphasis of community development was on establishing administrative network, the accent of rural development is on the problem of massive poverty, on the rural poor, and on the reforms needed to raise their living standards, says

Rajni Kothari. Even the condition of rural areas is deteriorating and the position of the lower strata of rural poor is worsening. The present and expected trends indicate the future to be gloomy. It is necessary to provide an alternative path of development for all individuals and communities irrespective of distinctions of local or class. Kothari has presented a comprehensive design of which rural development is an integral and a crucial part.

When the truth is unpalatable, we should adjust our palate to turn the truth palatable, contends Mohan Mukerji. Only a small proportion of national plan outlays and comparatively a bit larger one in State plan outlays is influenced by proposals emanating from roots organisations at district and lower levels. Planning at grass roots raises hopes which cannot be fulfilled due to lack of financial resources. On the other hand persons seeking election at regular intervals try to satisfy the largest number of persons and as a result benefits of planning are too thinly spread over. Mukerji wants us to develop a taste for this unpalatable truth.

K.V. Sundaram has examined rural-urban relationships in the context of the present concept of Integrated Rural Development which combines the development approach with a target group approach. Having peculiar problems the developing countries cannot rely on Western models and have to adopt a modified growth pole strategy suited to their own milieu. He has portrayed the present scene in India regarding rural-urban relations through an analysis of developmental trends, demographic trends and local government structure in rural and urban areas. The present structure of local government administration is not conducive to the process of integration of rural and urban policies. A unified spatial local government is possible if the three element of structure, territory and function are brought together in some kind of comfortable relationship. Sundaram has pleaded for the Agropolitan framework in our developmental efforts.

Unless the common farmers and rural workers are organised, into some form of joint or collective agreement and action, it is not possible to reap the advantages of technological innovations, argues S.P. Singh. He has presented a broad outline of the organisational structure that would help the panchayati raj institutions along with other forms of farmers' organisations in exploiting the developmental potentialities, and has analysed the factors necessitating community and group action along with the necessary external support.

According to Asoka Mehta Committee, curtailment of decision-making powers has undermined the panchayati raj structure. It has prescribed the structure, composition, methods and modes of elections for the various levels of panchayati raj institutions, their functions, their responsibilities towards the weaker sections and their financial resources. Bhupendra Hooja has critically analysed the recommendations of Asoka Mehta Committee and has advocated a broad functional approach. It is necessary to determine the functions which should be assigned to different levels of panchayati raj institutions from the point of view of local convenience, so that outside agencies need not be depended upon. He has enumerated various activities and functions to make the panchayats effective units of local management.

The objective of T.K. Jayaraman's paper is to examine the role of command area development programme in the context of rural development. It is divided into two sections. The first section presents a descriptive picture and a critical review of the programme, whereas the second one offers certain suggestions for improvements in the system.

Credit planning is necessary to ensure unrestricted flow of credit to the rural sector by various institutions, says Rakesh Hooja. He has pointed out various issues involved in micro-level credit planning and has analysed the lead bank scheme and the guidelines on district credit planning issued

by Reserve Bank of India. A time table is suggested for the formulation of a district credit plan. He wants proper institutionalisation of the delivery-cum-recovery system to ensure a proper circular flow of funds.

P.R. Dubhashi has evaluated numerous approaches to rural development adopted ever since India embarked upon planned programmes of economic development since 1951 and has discussed the emerging administrative and organisational issues.

The purpose of "Training and Visit" system, the new agricultural extension methodology, is to ensure the transfer of know-how evolved by agricultural scientists to the farmers in widespread areas through an effective time-bound programme. The analysis of this system by R.C. Sood indicates that given the right decisions and the right efforts the system can result in substantial increase in agricultural production.

An attempt is made by Harsh Sethi to describe and analyse the Indian rural scene and highlight some aspects that any strategy should take into consideration. He has reviewed our developmental efforts over the last thirty years and has pointed out certain disturbing trends. It is argued that any strategy for rural development should start with an explicit recognition of three premises, namely, the existence of tension, the failure of harmony based approach, and the need for organising the poor.

Any rural development programme to be successful should be based on an understanding of the dynamics of change and this understanding can occur only by experimentation and initiation of change process through action and then studying it. In 1973, the Indian Institute of Management, Ahmedabad, formed Education Systems Unit consisting of Ravi J. Matthai, Udai Pareek and T.V. Rao. The unit toured round Rajasthan and attempted various strategies of linking education with development. In his paper T.V. Rao has

explained some of these strategies. This paper was presented at the Second Seminar on Management Research held at the Indian Institute of Management, Ahmedabad, on 19-20 January, 1978.

An attempt is made by T.K. Moulik at a comprehensive empirical understanding of the entrepreneurial functions performed by existing entrepreneurs in an industrially progressive environmental complex. It provides sufficient information regarding the nature of constraints that inhibit the progress of entrepreneurship development. While isolating the constraints it sets out a method that aids in identifying various factors that influence business success.

Integrated rural development must take into account the structure of society that is to emerge as a result of development, argues A.P. Barnabas. The present rural development has not resulted in much improvement in the quality of rural life. Those having higher socio-economic status tend to make greater use of limited government expenditure on social services. Barnabas has pointed out a few social factors which need due consideration.

According to Hiren J. Pandya bureaucratic values and the requirements of developmental processes are in conflict at many points. In India a clear and comprehensive concept of people's participation in development has not yet emerged. The Indian administrative elites have remained considerably aloof and insulated from the people, and to some extent from the public leadership for a long time. H.J. Pandya has outlined the reasons behind this phenomenon.

P.A. James and G. Sreenivas Reddy have examined the place of scheduled castes in panchayati raj bodies and the role played by panchayati raj institutions in the upliftment of them, election, co-optation, and nomination, the three methods used to give special representation to scheduled castes in panchayati raj institutions are analysed. They have pointed out the

reasons behind the inability of scheduled caste members to get into key positions of the rural power structure and have suggested some measures to improve the situation. It is a revised version of the paper presented in the 38th Indian Political Science Conference, 28-30 December 1978, at Punjabi University, Patiala.

In his brief note, M.L. Mishra has highlighted the programmes and problems experienced in Rajasthan in the realm of rural industrialisation with special reference to financial assistance rendered by the State. He has also offered suggestions in the light of desirable general economic policies for the growth of this sub-sector.

This main approaches or strategies of our rural development efforts can be broadly classified as growth-oriented, employment-oriented and anti-poverty focussed, states T.N. Chaturvedi. As our village community is socially and economically splintered, a sizable section of it could not get any share in agricultural development. These socio economic implications have to be reckoned in formulating rural development policies and programmes.

JOSHI, TEK RAJ. Integrated rural development in Nepal: its myth and merits. Prashasan, 9(2) Feb. 78, p.1-6.

—Peoples' participation in rural development in Nepal. Prashasan, 10(1) Nov. 78, p.62-70.

KAHLON, S.S. (Punjab Agricultural Univ., Ludhiana). Integrated rural development—a basic approach. Man and Development, 1(2) July 79, p.51-60.

The aim of integrated rural development is to increase the purchasing power of the people for better living standards. It entails several policy issues pertaining to development and integration. In development the issues involved concern the size of the development unit, population control, the needed infrastructure, structural reforms, production-programming and

input supplies. With regard to integration the issues are employment in various activities, mobility and migration, marketing, processing and prices, inducements and incentives, organisation and participation by people. These issues are discussed in this paper.

LELE, UMA. A revisit to rural development in Eastern Africa. *Finance and Development*, 16(4) Dec. 79, p.31-5.

Since the world food crisis of 1973-74 the international community has reoriented its lending to the developing world to emphasize self-sufficiency in food and the development of subsistence agriculture. The focus of this paper is on the World Bank's experience with rural development work in Eastern Africa. There are some seventy Bank-financed agricultural and rural development projects in these countries. As these countries are at an early stage of development, the rural projects there need higher levels of investment and take longer time than in other parts of the world. The progress made is briefly described, the causes behind poorer performance are identified, and measures to overcome the obstacles are suggested.

MORGAN, E. PHILIP. (Indiana Univ., Bloomington). Rural development management: some lessons from Kenya. *International Review of Administrative Sciences*, 45(2) 79, p.165-8.

In the early 1970s the Republic of Kenya embarked upon a Special Rural Development Programme. It was an innovative attempt at integrated development programming both in terms of project type and locus of management action. A novel programming and implementation management system was designed to facilitate decentralized project activity. Here is a description and analysis of that system, the principles incorporated in the design, how it worked and its limitations. The purpose is to distill some general lessons for organisation and management system design in the service of rural development efforts.

NYERERE, JULIUS K. Agrarian reform and rural development, *Man and Development*, 1(3) Oct. 79, p.102-9.

The root of poverty lies in the rural areas and with the possible exception of Cuba and China, developing countries have not found a solution for it. The market laws of supply and demand divert resources from meeting the real but ineffective demand of the poor into satisfying the luxury desires of the rich. Actions which transfer land to the people are an essential first step in the fight against poverty. The farming activities must be efficient and produce a surplus which should be retained in the rural areas and used to finance rural industries and services. If development is to be in the people's interests, both political and economic power has to be held by the people. Rural development is an approach and has to be tackled at both levels, national and international. This paper is based on a speech at the FAO World Conference held in Rome on 13th July 1979.

RAMCHANDRAN, U. Non-farm enterprises and rural development. *Khadi Gramodyog*, 26(6) Mar. 80, p.252-61.

RAO, D. VASUDEVA. Role of non-farm employment in rural development—an experience from a command area. *Indian Journal of Economics*, 60(237) Oct. 79, p.231-9.

RAO, N.N. Effective participation in rural development. *Khadi Gramodyog*, 26(6) Mar. 80, p.271-5.

RAO, V.K.R.V. (Institute for Social and Economic Change, Bangalore). Industrialization and integrated rural development. *Man and Development*, 1(2) July 79, p.9-20.

Agricultural development by itself cannot bring about integrated rural development which needs in addition promotion of viable non-agricultural economic activity. Rural industrialisation is necessary not

only to find better and more productive employment for those currently engaged in rural industries but also to bring about reduction in the number of agricultural workers. For this a cluster of villages should be used as the base rather than a single village. The rural market is not getting any benefit out of increase in income due to agricultural development as much of it is spent for purchases in urban areas. Rural industrialisation should provide a modern market in the rural areas in terms of acceptability of the goods and services.

RAU, S.K. Strategies of rural development. Kurukshetra, 28(11) 1 Mar. 80, p.18-35.

SHRI PRAKASH and P. RAJAN. Regional inequalities of rural development in Madhya Pradesh. Indian Journal of Regional Science, 11(1) 79, p.1-14.

In this article fifteen factors are used to measure the degree of regional inequalities of rural development in Madhya Pradesh. The factors are—agricultural production per hectare, fertilisers, seeds, irrigation, tractors, iron ploughs, cooperatives credit, agricultural per capita production, live-stock, poultry, veterinary institutes, inseminations, electricity, literacy, and population. The study shows that nine out of fifteen factors of rural development have a very high degree of spatial concentration. Agricultural productivity per hectare and per capita are widely diffused, but the agricultural inputs like iron ploughs, tractors fertilisers, seeds, irrigation, etc., are highly concentrated.

SIVARAMAN, B. (Planning Commission). Rural and industrial development in the developing countries—an Indian case study. Man and Development, 1(1) Jan. 79, p.22-34.

Pure capitalistic economics based on investment and return and national product appears to be very fallacious when looked at from the socio-economic objectives of human welfare. An understanding of socio-economic necessities and the economic

balances of the policy thrusts is necessary for a proper lead in policy formulation, modification, and enforcement. The basic industries have to be in large scale sector but with the available capital in India, small and village industries sector is most suitable for increasing growth rate. The product of this sector has an expanding market in the developed countries. Peasant-proprietor economy should be supplemented by mixed farming technique.

SUBRAMANIAN, V. Rural development: involvement of voluntary agencies. Economic Times, 9 Feb. 80, p.5.

VIR, KAMAL. Rural development strategy. Khadi Gramodyog, 26(4) Jan. 80, p.183-7.

PEEK, PETER and GUY STANDING. Rural-urban migration and government policies in low-income countries. International Labour Review, 118(6) Nov.-Dec. 79, p.747-62.

SALES TAX

DRABEK, ZDENEK. Estimation and analysis of turnover tax in centrally-planned economies with special reference to Czechoslovakia. Public Finance, 34(2) 79, p.196-224.

LAJJA RAM. Value added tax and India. Yojana, 24(4) 1 Mar. 80, p.24-7.

SAMAL, KISHOR. The case for sales tax. Business Standard, 4 Mar. 80, p.5.

SAVING AND INVESTMENT

ADY, PETER. External factors in the savings propensities of developing countries. Development and Change, 10(4) Oct. 79, p.679-91.

SARMA, IRK. Household saving in shares and securities. Margin, 12(2) Jan. 80, p.25-9.

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Independence in African countries was followed by the mass exodus of expatriates which denuded the African public services of their most valuable and experienced personnel. In colonial times not much attention was devoted to personnel training and hence education and training of public servants in Africa is a comparatively recent development. At the time of independence the most crucial problem was Africanization, as replacement for departing expatriates. Independence resulted in an unprecedented expansion of the scope and functions of government and to meet this new challenge establishment of a well trained and development-oriented civil service became inevitable. By the early 1970s, all over the continent, over 150 institutes were engaged in massive administrative training and management education. Training in Africa is still beset with many problems which are analysed in this paper.

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REDDIN, W.J. The urgent need for supervisory training. *Indian Management*, 19(1) Jan. 80, p.2-3, 5.

SADASIVAM, S.N. The role of theory in training of civil servants. *Hindu*, 4 Feb. 80, p.7.

It is necessary to train civil servants to make them competent to perform the complex tasks of the welfare state. The higher echelons of administrative hierarchy still persist with the apprenticeship scheme and have comparatively ignored the usefulness of instructions in theory. The sources from which prejudice against the study of theory normally emanates are pointed out. The author has analysed as to how theoretical knowledge helps in transforming the administrator from a mere instrument of social control into a major instrumentality of social change. Inclusion of theory in civil service training builds up a sound system of administrative engineering.

SATYA DEVA (Panjab Univ., Chandigarh). Recruitment and pre-entry training of managers for the public sector: a policy frame. *Management in Government*, 11(2-3) July-Dec. 79, p.138-56.

This is an attempt to delineate the outlines of a policy for the recruitment and pre-entry training of managers for the public sector. As regards recruitment the past experience and present practice is over-viewed. The use of deputationists to manage the public sector should be strictly prohibited. Both generalists and specialists lack training in management. The differences between private and public sector management is analysed and it is pointed out that the effectiveness of public sector depends upon the fulfilment of certain social values and unless these values are internalised by the public sector manager he cannot succeed. The syllabi for private and public sector management should be different and therefore a sub-profession of public sector management should be developed.

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MAHESHWARI, SHRIRAM (I.I.P.A., New Delhi). New perspectives on rural local government in India: the Asoka Mehta Committee report. Asian Survey, 19(11) Nov. 79, p.1110-25.

Under the Indian constitution local government directly falls under the control

of state governments. The Community Development Programme initiated in 1952 failed to come up to expectations. The Balwantray Mehta Committee appointed to suggest measures to correct the snags in the implementation of the Programme, recommended the formation of a three-tier system of rural local government called panchayati raj. It began with great fanfare and covered within a decade ninety per cent of the rural population, but gradually went into decline. The reasons behind this are analysed in this article. The Asoka Mehta Committee suggested some measures to strengthen the panchayati raj institutions, in its report submitted in 1978. It's recommendations are reviewed in this paper.

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general satisfaction with public service careers. The results of the analysis supports the premise that too much has been made of male and female differences in formal organizations.

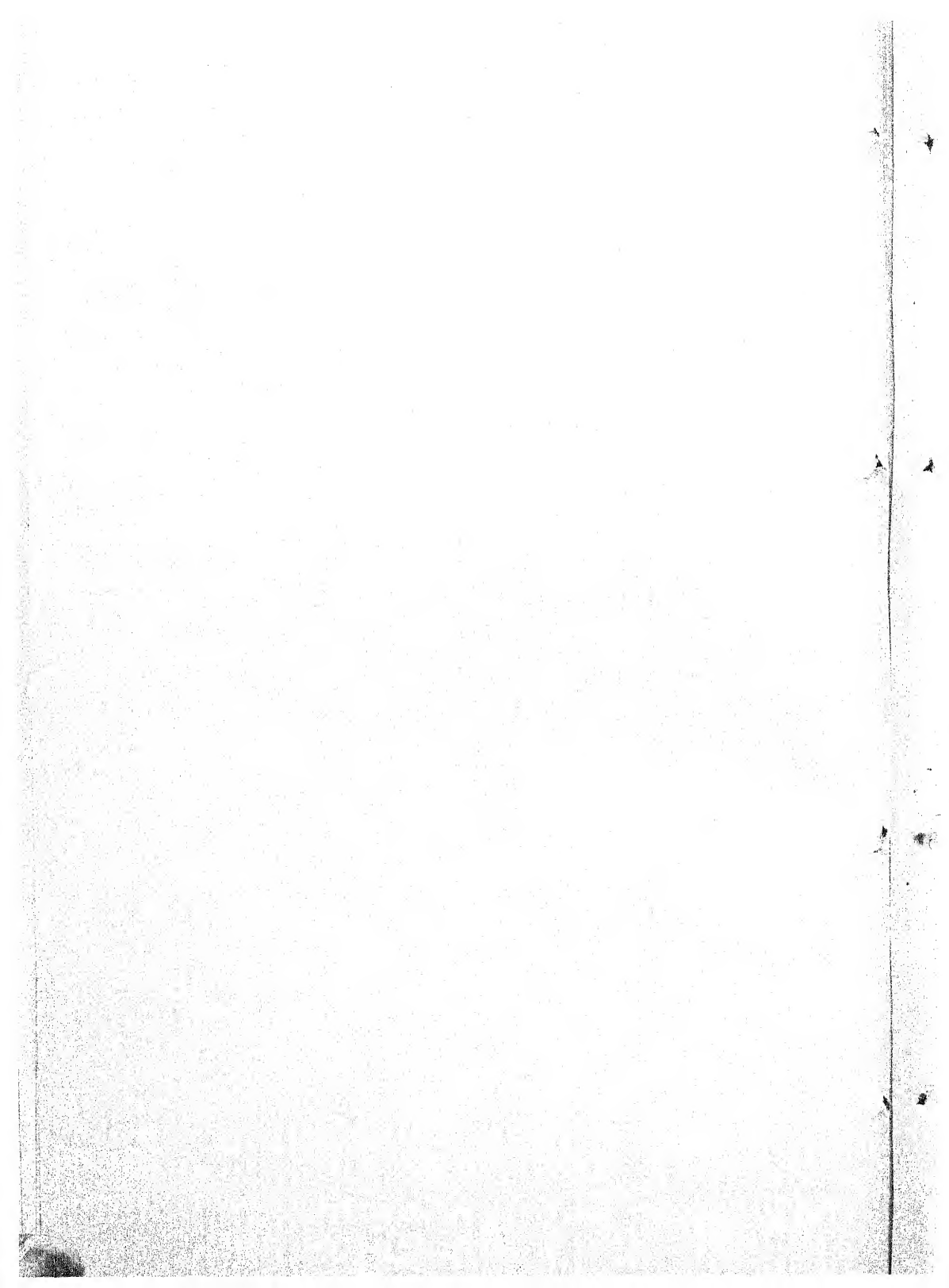
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BOOK NOTES

ARORA, RAMESH K., ed. *Perspectives in administrative theory*. New Delhi, Associated Pub. House, 1979. 246p. Rs. 70.00.

Most of the essays contained in this volume have been published in *Administrative Change*. The Subject areas covered include the structural theories of administration including the Weberian model of bureaucracy, comparative public administration, development administration, administrative development, bureaucracy's resistance to change, management development, conflict and cooperation, role theory, work motivation and policy-administrative theory linkage. Also presents a twenty-page bibliography.

ASHTON, DAVID. *Management development in the organization: analysis and action*, by D. Ashton and Mark Easterby-Smith. London, Macmillan, 1979. 120p. £8.95.

The comprehensive view of management development in the organization taken in this book is based upon research and operational work the authors have undertaken in a wide range of organisations during recent years. They have offered a new and objective approach to the assessment of the management development function in organisations, an approach which provides a snapshot of managerial skills and potential for analysis. This approach is designed to help top management and senior specialist staff to take a critical look at the achievements of their management development activities. It is supported by practical case illustrations. The Project-Based Management Development Programme, a major variant of the action learning approach, initiated at Durham University Business School, is presented in the final section. There is also a five-page bibliography.

BERKLEY, GEORGE S. *The craft of public administration*, 2nd ed., Boston, Allyn and Bacon, 1978. 555p. \$19.45.

The first edition of this book was published in 1975. In it many pages were devoted to PPBS, the then new budgeting system. In this second edition, a still newer form of budgeting, known as ZBB (zero-based budgeting) is discussed. Other new features include a section on programme evaluation, an entire chapter on public unionism, and new sections on the games bureaucrats sometimes play to get around civil service regulations. There are two new case studies. One of them discusses Governor Jimmy Carter's effort at reorganising Georgia's State government and the other deals with the personnel problems which developed during reorganisation of California State agency. Moreover the material on affirmative action, the Hatch Act, Secrecy, and similar concerns is updated.

BERNSTEIN, SAMUEL J. *Computers in public administration: an international perspective*. New York, Pergamon Press, 1976. 477p. \$37.00.

Computers, as information handling machines, can clearly play an increasingly important role in the managerial functions of information selection and comparison. This compilation shows how computers are presently being utilised and how they may be utilised to improve these management processes in public administration. Four focal points are emphasized. They are management information systems, managerial administrative areas, functional administrative areas, and learning and utilizing the computer. The final section deals with job undone and reveals that we have not adequately 'humanized' or 'socialised' the computer to the human element in the service relationship between governmental agencies and the people they serve.

BHATNAGAR, SUDHA. Union state financial relations and Finance Commissions. Allahabad, Chugh Publications, 1979. 355p. Rs. 85.00.

This is an attempt to assess and analyse how far the Centre-State fiscal relations have been smooth and self-propelling; and if they have been otherwise what are the factors responsible for the stresses and strains. The functioning of the present machinery of inter-governmental transfer payments through the medium of the quinquennial Finance Commission and Planning Commission is examined. The object of the book is also to assess how far the national objective of setting up a federation with decentralised democratic constitutional frame has been achieved on the fiscal front. The study critically examines the relative powers and jurisdiction of the States and the Centre both in respect of resources and the economic functions, coordinating and balancing techniques, the relative roles of the Finance Commission and the Planning Commission. The study suggests an alternative mechanism of inter-governmental fiscal relations and gives the list of conclusions arrived at in course of study. There is a seven-page bibliography.

CHOWDHRY, D. PAUL. Social welfare administration. Delhi, Atma Ram and Sons, 1979. 300p. Rs. 40.00.

In India social welfare administration has developed over the last thirty years and certain techniques and skills have been utilised in the process of rendering services through social agencies. This is a guidebook for social welfare and developmental agencies, voluntary workers, welfare officers, students and teachers of social work, etc. It deals with organisational and administrative structure for social agencies, planning and policy-making, personnel practices and supervision, office procedures and records, budgeting and accounting, fund-raising and grants-in-aid, research evaluation, coordination and public relations, social legislation and licensing, etc. Also contains appendices on registration of societies, model bye-laws, licensing act, income tax concessions to companies, cooperatives, institutions and associations. Moreover there is a nine-page bibliography.

DESAI, P.B. Planning in India, 1951-1978. Sahibabad, Vikas, 1979. 194p. Rs. 60.00.

This book presents a chronological account of development performance since Independence, highlighting achievements and weaknesses of the planning process. It discusses the prospects for the future in the light of the current approaches and the recent perspectives that have emerged from a general consideration of the development experience of the Third World countries. It focuses on the *modus operandi* of plan formulation, strategic aims of different medium term plans, performance of the economy during the planning period and the economic policy of the Janata Party in

the light of its commitment to the principles and ideals espoused by Mahatma Gandhi. It also reviews the present situation and draws attention to the urgency of reorienting the execution of development processes to the generally accepted goals of national endeavour. In appendices statistical data are presented in the form of tables.

FREEDMAN, JAMES O. *Crisis and legitimacy: the administrative process and American government*. Cambridge, Cambridge Univ. Press, 1979. 324p. £11.50.

Steady growth in the administrative process is one of the striking developments in the United States. The regulatory agencies of the federal government now affect the lives of more citizens more pervasively than the courts and possibly the Congress. Though this growth has occurred through acts of democratic choice, Americans seem to believe that 'crisis' exists in the administrative process. The author believes that most of the causes behind this enduring sense of crises are based upon misconceptions of historical fact or misinformed judgments of administrative practice. As such a theory of legitimacy for the administrative process is essential to gain and sustain public acceptance. This book seeks to develop such a theory. There is an eight-page select bibliography in the end.

GHOSH, D.N. *Banking policy in India: an evaluation*. Bombay, Allied, 1979. 385p. Rs. 80.00.

The contents have an impressive coverage which extends, institution-wise, from the central banking through the commercial banking to all the para-banking institutions in India, sector-wise, from industry and trade to agriculture, and, period-wise, from colonial period up to the present day. At each stage, there is an attempt to make even a lay reader understand the technicalities of professional banking, and, at the same time, an attempt to go beyond the technicalities, to indicate what lies behind the professional veil, how group interests come to shape the adoption of a particular banking policy in any period. In a society with a plurality of social and economic interest groups we need to understand their nature, for such understanding must precede any attempt to alter the structural basis of the system or the modalities of its operation. This study aims to contribute towards such understanding. There is a fourteen-page bibliography.

GHUGE, V.B., ed. *States' taxation in Indian federation*. Poona, Mehta Pub. House, 1979. 191p. Rs. 45.00.

This book incorporates twelve research papers which were presented by the researchers from various Indian universities to a Seminar on States' Taxation in Indian Federation, organised by the Department of Economics, Shivaji University, Kolhapur, on 3rd to 5th November 1977. It deals with various important aspects of state taxation, such as composition and growth trends, inter- and intra-sectoral equity and income elasticity of taxes, federal tax sharing, etc.

GOYAL, S.K. *Monopoly capital and public policy*. New Delhi, Allied, 1979. 146p. Rs. 50.00.

This is a revised and expanded version of a paper entitled "Trends in concentration in India" presented at a National Seminar on Concentration of Economic Power

organised by the Indian Institute of Public Administration, on 18-19 May 1979. An attempt is made to put together the results of various studies to examine the trends in business concentration during 1937-76. Some of the special features of concentration problem are highlighted. The author hopes that this study will provide a fairly good empirical base to have an objective appreciation of the problem in an overall and long-term national perspective. In a comprehensive foreward, V.K.R.V. Rao has dealt with the recommendations of Mahalanobis Committee, Dass Gupta Commission and Sachar Committee. In the appendices extracts from the Second Industrial Licensing Policy Inquiry Committee Report, 1969, are Presented.

GUJRAL, M.L. Economic failures of Nehru and Indira Gandhi: a study of 3 decades of deprivation and disillusionment. Sahibabad, Vikas, 1979. Rs. 75.00.

This book lays bare many of the failures of Jawaharlal Nehru in the socio-economic sphere, including those arising out of his rejection of the decentralized Gandhian approach. It also deals with the continued deterioration of the economy during Indira Gandhi's regime—the decline in savings and investment, the deceleration in industrial production and fall in the rate of growth, shortages and spiralling prices, growing unemployment and denigration of planners and their unceremonious dismissal. In writing this book the author has drawn extensively on numerous books, magazines and newspaper articles by economists, journalists, political leaders and others. The author offers many constructive suggestions, including an integrated plan with the district as unit based on Gandhian theory and Maoist practice.

HODGETTS, RICHARD M. Organisational behaviour, by R.M. Hodgetts and Steven Attman. Philadelphia, W.B. Saunders, 1979. 497p. \$14.95.

The purpose of this book is to familiarize the reader with the field of organizational behaviour by first introducing its major elements and then explaining each in detail. The coverage begins with a consideration of the individual and the organization and then moves on to groups, structure, processes, and finally, organizational development. A large number of tables and illustrations are employed to highlight the important concepts. In each chapter behavioural goals are set forth and study questions tied to these goals are put up to enable the reader to measure his progress. Case studies also are included to provide the reader with an opportunity to apply the concepts and thus reinforce the ideas. Definitions of concepts and terms used in the book are listed in a glossary.

HOLDAWAY, SIMON, ed. The British police. London, Edward Arnold, 1979. 188p. £3.95.

The police are a central institution of social control in Britain, yet surprisingly they have remained largely unresearched by sociologists. This book brings together the most recent findings and uses a wide variety of theoretical and methodological perspectives to study both the internal organisation of the police and their powers within the social structure. The authors examine the actual content of police work with its crime-fighting and social service aspects, the growth of police unionism and the public image of the police, fostered through cooperation with the press or portrayed in television series. In the form of references there is a thirteen-page bibliography.

HOLLOWAY, CHARLES A. Decision-making under uncertainty: models and choices. Englewood Cliffs, Prentice-Hall, 1979. 522p. \$19.95.

The purpose of this book is to present the methods, concepts, and ideas of decision analysis at a level that can be understood by students, managers, and analysts who do not have extensive backgrounds in mathematics. The treatment is intended to be fundamental in two senses. On the one hand, it is introductory and covers the basis of modeling, probability, and choice. On the other hand, it includes discussions of the foundations or assumptions behind the procedures. The material has grown out of teaching an introductory course in quantitative methods to students in a Masters of Business Administration programme over a number of years. The basic approach is to lay out the options available for dealing with decisions under uncertainty. These options have been divided into those associated with developing models of decision problems and those associated with the choice process.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Developing an urban fringe: blue print for voluntary action, by Kamal Nayan Kabra. New Delhi, IIPA, 1980. 98p. Rs. 30.00.

The emergence of urban fringes are a powerful manifestation of the complexities of our urban scene. This is a socio-economic survey of Tajganj, a part of the city of Agra and an Action Plan for its re-development by a voluntary agency normally engaged in industrial and business activities. The survey report consists of two parts —analysis of the socio-economic profile with supporting tables, and an Action Plan for socio-economic development. Through intensive field studies, a profile of a semi-urbanised, stagnant and poverty-stricken community is generated and its predicament as well as the limitations of public intervention in such a context are explained. The significance of the study lies in the correlation it seeks to establish between the socio-economic profile on the one hand, and the priorities, strategy, agencies and programmes for development on the other.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Managing public personnel systems: a comparative perspective, by S.P. Verma and S.K. Sharma, New Delhi, IIPA, 1980. 167p. Rs. 60.00.

Managing public personnel systems is an important administrative activity. This publication is a cross national study of existing personnel systems in seven developed and fifteen developing countries. The study briefly describes the multiplicity of existing alternative personnel practices and suggests a tentative model of central agency which can be adopted with modifications to suit local conditions. The central theme is that for a well planned and concerted personnel planning and implementing system, the Central Personnel Agency has to be given a definite, positive and meaningful role especially in view of the expanding functions of the state.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Project management through network techniques (PERT/CPM), by M. Thyagarajan. New Delhi, IIPA, 1979. 72p. Rs. 100.00.

Project planning by network technique plays a very important part in planning for the use of resources and in meeting the conflicting needs on personnel, money, time, and so on. With a practical orientation, this book is an attempt to bring out the

salient features of the technique for their application in real-life projects. The issues dealt with are—traditional planning techniques and their inadequacies, basic concepts of the technique, application methodology, utility of technique in optimum resource utilisation, monitoring and control system, etc.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, CENTRE FOR URBAN STUDIES. Municipal and urban India: selections from Nagarlok; ed. by Abhijit Datta, New Delhi, IIPA, 1980. 259p. Rs. 60.00.

This book contains selected articles from the Institute's quarterly journal Nagarlok, during the first ten years of its existence, 1969-1978. These cover various themes on municipal and urban affairs in India, such as, the system of municipal organisation, municipal administrative processes, state-local relations, municipal finance, organisation and financing urban development, goals of urban planning, urban economic base urban land values, urban housing, urban community development and grassroot politics. The volume also gives an eleven-page bibliography.

IVENGAR, T.S. RAJAGOPAL. Indian democracy speaks. Mysore, Univ. of Mysore, 1979. 445p. Rs. 40.00.

Under the auspices of the Mysore University the author delivered four lectures on different aspects of democracy—democracy as a political arrangement, democracy as a social and economic technique, democracy as an international approach, and democracy as a way of life. Here these lectures are published in the book form. In fact many important events took place since the lectures were delivered. These are incorporated in this book.

KAHN, HERMAN. World economic development 1979 and beyond, by H. Kahn with the Hudson Institute. New York, Morrow Quill Paperback, 1979. 374p. \$7.95.

This book examines the prospects for world economic development. It focuses primarily on the period from 1978 to 2000 and pays particular attention to the earlier part of that interval. It examines the elements of change and continuity in both the advanced and developing economies. It argues for rapid worldwide economic growth, for Third World industrialisation, and for the use of advanced or at least appropriate technology. It suggests tactics and strategies to facilitate all of these objectives and concludes that many widely accepted ideas about economic growth are outdated (if they were ever true), and that much of the pessimism that until recently has characterised the discussion of economic growth is unwarranted. This book reflects the contributions of many members of the Hudson Institute staff and of others.

KAMBLE, J.R. Rise and awakening of depressed classes in India. New Delhi, National, 1979. 327p. Rs. 75.00.

This book deals with mighty sage of the awakening of the scheduled castes to whom the society denied even the elementary right to live, eat, and work. It tries to show how their depressed classes have come on the political map of India and their elevation from social lepers to be the constitution makers, legislators, parliamentarians, etc. It probes deep into their present day problems and suggests various means as to how this stigma of Indian Society can be wiped out. There is a ten-page bibliography.

KAMENKA, EUGENE, ed. *Bureaucracy: the career of a concept*, ed. by E. Kamenka and Martin Krygier. New Delhi, Arnold-Heinemann, 1979. 165p. Rs. 35.00.

This book deals with the emergence and development of the concept of bureaucracy in the context of the great social issues and some of the great social thinkers of the nineteenth and twentieth centuries. The volume begins with a sketch of the growth of powerful, hierarchical and centralised administrative institutions in Europe in connection with state-centred absolutism. Much of the volume is concerned with the way in which the term bureaucracy functions, raises difficulties for the Marxist view of the world and the development of contemporary society. It concludes with an examination of new problems that increasingly engage the attention of the present generation.

KERALA. STATE PLANNING BOARD. EVALUATION DIVISION. *Small Farmers Development Agency, Quilon: an evaluation study*. Trivandrum, the Board, 1979. 125p. (Mimeo).

The primary objective of SFDA is to make the potentially viable farmers viable by enabling them to enhance their earnings. The Quilon Agency was established in 1970. The main objectives of this study are to examine: (1) the nature and contents of schemes taken up under the programme, (2) organisational and operational aspects of implementation, and (3) impact of the programmes on the small and marginal farmers and agricultural labourers with respect to increase in income and employment opportunities. Attempt has also been made to indicate the factors *prima facie* responsible for certain setbacks.

KHERA, S.S. *District administration in India*. 2nd ed. New Delhi, National, 1979. 359p. Rs. 100.00.

This book attempts to describe the administrative complex that goes to make up the district administration, both as to the component parts as well as the administration as an organic, dynamic whole. It seeks to establish the proper inter-relationship of the different agencies, including the lines of control and of accountability. It emphasises the unity of the whole administration under our laws and regulations and within the general pattern of the country's governance. First edition of this book was published in 1963. This second edition contains four new chapters, besides the necessary revisions in the text. The new chapters are: the role of law; the police forces; the importance of the record; and corruption.

LAXMI NARAIN. *Parliament and public enterprise in India*. New Delhi, S Chand, 1979. 224p. Rs. 50.00.

A high-level seminar was convened by the Department of Business Management, Osmania University in June 1979 to consider the question of accountability to Parliament with special reference to the Committee on Public Undertakings. This book is a brief summary of the proceedings and the papers presented at the Seminar. In the annexures composition of the Committee on Public Undertakings in different Lok Sabhas and the list of the main reports of the Committee submitted to Parliament since its inception in 1964 to April 1978 is presented. A complete summary of conclusions and recommendations of the first eleven reports of the Committee on Public Undertakings of the Sixth Lok Sabha for 1977-78 is given in the appendix.

LLOYD, PETER. Slums of hope? shanty towns of the third world. Manchester, Manchester Univ. Press, 1979. 246p. £5.95.

On the basis of his experiences the author thinks that the city immigrant living in material poverty, enjoys a stable family life, is law-abiding, and rationally pursues future goals for himself and his children. This view contrasts starkly with the conventional image of a slum population. The first purpose of this book is to offer a corrective to the conventional picture of the third world shanty-town. Secondly, there is a stress on the universality of this picture. The process of cityward migration is universal. The third purpose of this book is to plead that we should try to understand how the shanty-town dweller sees his society. Shanty-town dwellers have a potential for action and if this potential is to be harnessed and developed, inquiry into their views and attitudes is necessary. There is a ten-page bibliography.

MAHESHWARI, SHRIRAM. State governments in India. Delhi, Macmillan, 1979. 328p. Rs. 58.00.

This book is a comparative study of the machinery of governance in the states and union territories and its functioning. Its particular focus is on policy-making and public administration at the state level in India. Starting with the analysis of the constitutional position accorded to the states in India, it surveys the various efforts directed at the modernisation of the old system. It analyses the formulation and manifestations of regionalism. A list of the districts is presented in the appendix.

MALLIK, KAMESHWAR. The resource mobilisation and Indian five-year plans. Patna, Bihar Granth Kutir, 1979. 227p. Rs. 40.00.

This is an attempt to analyse and examine the rationale of the present tax structure in India, its efficacy and the possible resource mobilisation for developmental planning to achieve the desired objectives of growth, equity and social justice. The study is based on certain postulates which are tested in case of the Indian economy by empirical and analytical study of the financing pattern of the five-year plans. This work was presented with some differences to the University of Bihar, Muzaffarpur, as a doctoral thesis.

MATHUR, B.C., ed. Management in government, ed. by B.C. Mathur, K. Diesh and C. Chandra Sekharan. New Delhi, Publications Division, 1979. 433p. Rs. 50.00.

The main purpose of this book sponsored by the Department of Personnel and Administrative Reforms, is to stimulate thinking and action on the part of practising administrators on various aspects of management in government which, it is felt, will ultimately lead to the achievement of twin objectives: optimum utilisation of resources by the government departments in their efforts to execute government's policies and providing greater satisfaction to the citizens in their dealings with the administration. The book brings together articles of reflective and descriptive nature dealing with the live problems of management in government and strategies for their solution, on the one hand, and selected management concepts and techniques and their application to government situations to achieve greater efficiency, on the other. Also contains eleven-page bibliography.

MATHUR, KAMALA, ed. Bonus in India: some perspectives. Hyderabad, Management Education Services, 1978. 216p. Rs. 60.00.

The Administrative Staff College of India, Hyderabad, organised a National Seminar on Bonus in December 1974 to discuss the various policy and administrative issues relating to bonus. The participants were from trade unions, management, and government, besides the academicians. Here are the seminar papers and discussion proceedings. There is a post-script which gives summary of important events after the Seminar.

MOOKERJEE, S.S. Indian public finance and financial administration. Delhi, Surjeet Publications, 1979. 411p. Rs. 60.00.

The book is divided into three parts. Part I deals with the principles and practice of public finance. Besides giving the theory of public expenditure and sources of revenue it covers financial structure in India and deals with the recommendations of different Committees and Commissions on direct and indirect taxes. Part II covers the theory and practice of budgetary and fiscal systems in different countries with particular reference to India. It gives the evolution of budgetary techniques, theories of the budgeting function and the constitutional provisions regarding procedure for budgetary grants. Part III deals with the role of banking in financial organisation and control. It deals with central banking and functioning of commercial banks and their contribution to different sectors of the economy.

ORGANISATION FOR ECONOMIC COOPERATION AND DEVELOPMENT.
Interfutures: facing the future; mastering the probable and managing the unpredictable. Paris, OECD, 1979. 425p. £90.

In 1976 a major research project was established within the framework of OECD to study "the future development of advanced industrial societies in harmony with that of developing countries". The project referred to as 'Interfutures' continued till the end of 1978. The primary purpose of the project was to provide OECD Member Governments with an assessment of alternative patterns of longer term world economic development in order to clarify their implications for the strategic policy choices open to them in management of their own economies, in relationships among them, and in their relationships with developing countries. This report sets out the main results of that project. It analyses prospects, constraints and issues in the longer-term perspective of the developed countries with particular attention to such subjects as possible physical limits to growth; the interaction between growth, structural adaptation and value changes; as well as relations with developing countries and the interaction between the policies and progress of developed and developing countries, without neglecting the centrally planned economies.

ORGANISATION FOR ECONOMIC COOPERATION AND DEVELOPMENT.
Managing transport: managing of transport systems to improve the urban environment. Paris, OECD, 1979. 298p. £7.80.

Transport has an important positive role in the economic, social and cultural functioning of cities. In many cities today it is also generating significant economic and social costs. These costs arise from the external effects of traffic, particularly noise, air pollution, accidents, consumption of public space, congestion, and disruption of

social and economic interaction. This report contains studies of twelve cities that have made successful efforts, in one way or another, to enhance environmental conditions, to improve public transport and to assist movement on foot and by bicycle while still maintaining access for travellers by car. It also contains an analysis that surveys the case studies and draws out of them their implications for national urban transport policy.

PRAKASA RAO, V.L.S. The structure of an Indian metropolis: a study of Bangalore, by V.L.S. Prakasa Rao and V.K. Tewari. New Delhi, Allied Publishers, 1979. 448p. Rs. 80.00.

This publication is based on the Bangalore City Survey Project completed during the period 1973-76, in the Human Geography and Ecology Unit of the Institute for Social and Economic Change, Bangalore. This inter-disciplinary and comprehensive research study provides insights into the socio-economic and ecological structure, living conditions and dynamics of an Indian metropolis. It is both behavioural and normative. It not only provides valuable bench mark data but also a framework and perspective to the city and regional planners. It offers a methodology in micro-urban analysis which is relevant to an understanding of structure of the cities in developing countries and elsewhere.

QURAISHI, ZAHEER MASOOD. Elections and state politics of India: a case study of Kashmir. Delhi, Sundeeprakashan, 1979. 256p. Rs. 80.00.

This political study of Kashmir derives its data from diverse sources and illustrates how several methods can be employed, singly and in combination, to yield some concrete academic results. The first chapter is a personal account of how the project was originated and accomplished. In the second chapter published material is collated to analyse the events of the last five decades. The third chapter digs some scattered sources of material. The fourth chapter demonstrates as to how the aggregate can be employed for academic analysis. In chapters five to seven, the data of the sample survey is presented and substantiated further by information acquired through observations. In the last and seventh chapter some conclusions are drawn. There is a seven-page bibliography in the end.

RAI, HARIDWAR. Current ideas and issues in Indian administration: a developmental perspective, by Haridwar Rai and Sakendra Prasad Singh. New Delhi, Uppal Pub. House, 1979. 234p. Rs. 70.00.

All the chapters in this book are research articles written during the last few years and most of them have already appeared in the leading professional journals of the country. However, most of them have been revised and made up-to-date for this collection. The coverage is comprehensive dealing with such varied topics as teaching and research in public administration, Indian civil service in its various aspects, local government, corruption in Indian public life, etc. In the end a nine-page bibliography is presented.

ROBBINS, STEPHEN P. Organizational behaviour: concepts and controversies. Englewood Cliffs, N.J., Prentice-Hall, 1979. 424p. \$ 16.95.

This book is intended to aid the reader in understanding and predicting behaviour in organisations. More specifically, it is concerned with those factors that influence per-

formance and satisfaction. To emphasize these objectives, there is a section entitled "Implications for performance and satisfaction" at the end of the chapter 3 through 17. This section brings together the material in each of these 15 chapters for the specific purpose of ascertaining its relevance to organisational performance and member satisfaction. A building-block model is developed in chapter 2 which is used throughout the book to sequentially develop and integrate the individual, group, and organizational structure linkages. As an education process, the reader is encouraged to think about and critically evaluate issues in organizational behaviour through the "Point-counter-point" dialogues at the conclusion of each chapter.

RUDRABASAVARAJ, M.N. *Dynamic personnel administration: management of human resources*. 2nd ed. Bombay, Himalaya Pub. House, 1979, 720p. Rs. 70.00.

This volume endeavours to place before the reader the vast expansive scope, variety and dynamism in the field of personnel administration. Both philosophical concepts and practical ideas are presented. It begins with a discussion of the nature and evolution and develops in the first three chapters certain concepts, theories, and principles in the field of personnel administration. It then sets forth the policies, programmes and procedures of the various operative and advisory functions, discussing in detail the personnel tools and techniques utilised in India and USA. Several personnel policies and programmes of Indian and American companies are offered to serve as examples. The last chapter points out some of the trends in the field of personnel administration and the kind of challenge facing the personnel executives.

SHARMA, K.D., ed. *Alternative technology*; ed. by K.D. Sharma and M.A. Qureshi, Simla, Indian Institute of Advanced Study, 1979. 331p. Rs. 67.00.

Indian Institute of Advanced Study has a major programme of analysing the various aspects of alternative futures. Its purpose is to critically examine the present trends in the development and to have a second look at the social dynamics and process of transformation of society with a view to identify the possible alternative routes or approaches in avoiding the pitfalls of industrial society. In this direction the first Seminar-cum-Workshop was organised by the Institute on "Alternative technology" in September 1975, in collaboration with the Centre for the Study of Science, Technology & Development (CSIR). This volume contains papers presented at the Seminar. They deal with the concept of alternative technology, energy, rural and urban industries, transportation system, administration, and implementation of alternative technologies. Also contains a twelve-page bibliography.

SINHA, V.C. *Dynamics of India's population growth*. New Delhi, National, 1979. 506p. Rs. 130.00.

Attempt is made here to analyse the facts and features of Indian population and the demographic factors affecting the pace and level of economic development in the country. Almost the entire analysis is based on data collected from Indian census reports. The emphasis, however, is on the last two decades, 1951-71. The issues dealt with are—trends in growth, birth and death rate, composition of population, occupation structure, urbanisation, impact of growth on development, population in relation to land, food supply and unemployment, population control and government policy.

THIMMAIAH, G., ed. *Studies in rural development*. New Delhi, Chugh Publications, 1979. 223p. Rs. 65.00.

The Institute for Social and Economic Change, Bangalore, which has been engaged in research and training in social sciences with special reference to rural development, took up Rural Development as the theme for ISEC Staff Seminars during 1977-78. The papers presented at these Seminars are revised and brought together in this volume. The eleven papers by the members of the academic staff of the Institute, who have been engaged directly or indirectly in the study of the rural economic problems, are grouped in two parts, micro-level studies and macro-studies.

UNESCO. *Suicide or survival?: the challenge of the year 2000*. Paris, Unesco, 1978. 192p.

This work, the first of a series which Unesco plans to bring out on the major problems of our time, stems from a round table on "The challenge of the year 2000". Though the problems dealt with proved to be closely interdependent, the breadth of the theme for reflection inevitably gave rise to highly complex approaches, from a variety of standpoints. The very wealth of contributions made it necessary to classify them under a few major headings. As such this work is divided into four organic sections, within which each contribution relates to others. The sections are—'Man—puppet or master of his own achievements', 'Man against the powers that be', 'A new social contract', and 'The continuing battle of culture'.

UNESCO. *The organisation of information systems for government and public administration*, by Eric de Grolier. Paris, Unesco, 1979. 163p. FF. 23.00.

This publication belongs to a series whose purpose is to facilitate the introduction of national information systems and services. Public authorities need information for their own use, and in the last few decades the extension of duties and responsibilities of the State to new fields of activity has greatly increased their requirements. Moreover, this information has to be up-to-date if national planning is to be truly effective and rational. The information systems for government and public administration, have looked to the new possibilities of computer processing and in a certain number of countries have become automated. The purpose of this publication is to review present knowledge in this field and to describe modern methods of organising the internal information services of public authorities against the experiences of the countries with different levels of development.

UVEGES, JOSEPH A., Jr. *The dimensions of public administration*. 3rd ed. Boston, Allyn and Bacon, 1979. 672p. \$14.25.

This book approaches public administration from the perspective that administration in the United States is a dynamic, ever-changing process. Its objectives are: (1) to present the premises of administrative theory, the value they represent, and their application to modern administrative situations; (2) to introduce the ideas of administrative leadership and the modern administrator, his roles and the tools available to him; and (3) to indicate the variety of functions included in public administration and the dynamic possibilities for change in these areas. Most of the articles in this book are reprinted unabridged. The first edition was published in 1971 and the second one in 1975. Here are thirty-eight articles divided into six parts, and at the end of each part suggestions for further reading are listed.

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- AVADHANI, V.A. *Studies in Indian Financial System*. Bombay, Jaico Pub. House, 1978. 375p. Rs. 70.00. Reviewed by B. SESHAGIRI RAO. *Economic Times*, 6 Jan. 1980, p.7.
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INDEX AND ABSTRACTS OF ARTICLES

ACCIDENTS

CHAWLA, K.L. Economic cost of road accidents. *Nagarlok*. 12(1) Jan.-Mar. 80, p.65-72.

ACCOUNTING

INANGA, ENO L. and SUSAN DEV. Towards a Nigerian-oriented system of accounting education. *Quarterly Journal of Administration*, 12(1) Oct. 77, p.17-28.

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ADMINISTRATIVE DECENTRALIZATION

BOYD, KENNETH A. An approach to management decentralization in the federal government. *Bureaucrat*, 8(3) Fall 79, p.42-6.

Various resources can be viewed as tools which the public manager uses to carry out his job. If the manager is to be held accountable for results, his authority must include control over these resources. In this regard the appropriateness of federal government functions is questioned in this study. A new concept of unitary control mechanism is presented as a form of control which the author hopes will meet the public's legitimate expectation of efficiency, economy, and effective use of manpower in government; strengthen the capabilities of public managers; and improve the effectiveness of government operations.

SHRESTHA, TULSI NARAYAN (Ministry of Home Panchayat, Kathmandu). Decentralisation in Nepal: an experiment. *Indian Journal of Public Administration*, 26(1) Jan.-Mar. 80, p.103-25.

In his contribution on the experiment of decentralisation in Nepal, Shrestha provides a detailed politico-administrative analysis which assumes relevance in view of the important political developments in the country. It does give a good deal of insight to the students of comparative administration in the area of operationalisation of the many concepts of decentralisation.—*Reproduced from editorial*.

SMITH, BRIAN C. (Univ. of Bath). The measurement of decentralisation. *International Review of Administrative Sciences*. 45(3) 79, p.214-22.

Decentralisation is a complex subject with many dimensions. There is great variation in the degree of autonomy granted to local authorities, leading to more or less decentralisation. Intrinsically it is a variable process within an administrative system. Various issues are analysed for the measurement of decentralisation. The issues are—functions, taxation, field administration, delegation, area, expenditure, grants in aid, personnel, etc.

ADMINISTRATIVE REORGANISATION

WADE, L.L. (Univ. of California). Public administration, public choice and the

pathos of reform. Review of Politics, 41(3) July 79, p.344-74.

Several writers using the public choice approach to political analysis have sought to improve our understanding of bureaus, bureaucrats and governments. It is argued that public choice advocates by virtue of their methodology are fated to "lose" consistently on question of administrative reform. In this essay attention is largely confined to the logical implications and empirical presumptions of public choice-based proposal for bureaucratic reform. The public choice methodology does not provide an understanding of all relevant facts on which reform proposals must rest.

WILENSKI, PETER. (Univ. of New South Wales). Political problems of administrative responsibility and reform. Australian Journal of Public Administration, 38(4) Dec. 79, p.347-60.

The aim of this paper is to stress that many of the really important reforms in administration are basically political in character and that this political aspect is often hidden because the political nature of administration is hidden. This results in confusion about the true nature of reform and often leads to its defeat. This article also seeks to look at the political role of the bureaucracy, both in the exercise of administrative power and in the relationship of the bureaucracy to administrative reform. It outlines the essentially political role played by the bureaucrat, whether consciously or unconsciously, in the modern State and the widespread breakdown of the mechanisms of accountability and responsibility back to the people. This paper was delivered to an OECD symposium on "Managing Change in Public Administration", Madrid, 5-9 February 1979.

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AGRICULTURAL EXTENSION

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This study identified factors which made

the field level agricultural extension workers happy at work, which were referred to as motivators; it also identified those which led to their bad feelings, referred to as hygiene factors. Seventy-five copies of the mailed questionnaires received late in 1974 were used for data analysis. The motivators identified in descending order of frequency were achievement, recognition, the work itself, advancement and responsibility for work. Technical and interpersonal supervisions were regarded as motivators. The hygiene factors were Ministry's policy and administration, working conditions and salary administration. Presence of motivators contributed to increase in worker productivity, interest and enthusiasm. While influence of hygiene factor inhibited increasing productivity interest and enthusiasm.—*Reproduced.*

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MEHTA, BALRAJ. Budget puts private, public sectors at par. Amrita Bazar Patrika, 24 June 80, p.6.

PAI PANANDIKER, D.H. The budget. Hindustan Times, 26 June 80, p.7.

PALKHIVALA, Nani A. Shortcomings in the budget: poor incentives for industry and exports. *Times of India*, 24 June 80, p.6.

RANGACHARI, K. The union budget. *Statesman*, 24 June 80, p.5; 25 June 80, p.5.

RAY, H.N. Budget policy for development. *Business Standard*, 14 June 80, p.5; 16 June 80, p.5; 17 June 80, p.5; 18 June 80, p.5.

VARMA, KEWAL. A budget for the rich. *Business Standard*, 23 June 80, p.5.

BUDGET—PROCEDURE

VENU, S. The zero-based budgeting concept. *Business Standard*, 13 June 80, p.5.

BUDGET, CAPITAL

MEYER, RICHARD L. A note on capital budgeting techniques and the reinvestment rate. *Journal of Finance*, 34(5) Dec. 79, p.1251-4.

OBEL, BORGE and JAMES VANDER WEIDE. On the decentralized capital budgeting problem under uncertainty. *Management Science*, 25(9) Sept. 79, p.873-83.

SHARON, ED M. Decentralization of the capital budgeting authority. *Management Science*, 25(1) Jan. 79, p.31-42.

BUREAUCRACY

ANTONIO, ROBERT J. The contradiction of domination and production in bureaucracy: the contribution of organizational efficiency to the decline of the Roman empire. *American Sociological Review*, 44(6) Dec. 79, p.895-912.

One of the contributions of Max Weber is his distinction between formal and substantive rationality. When viewed in relation to his theory of bureaucracy this

distinction provides a context for clarifying the domination aspects from the productive activities of organization. The case study of Roman bureaucracy is used to illustrate how the contradictions between two co-existing forms of rationality—one reflecting the control of persons and resources and the other the production (and distribution) of goods and services—contributed to the decline and collapse of the Roman Empire.—*Reproduced*.

CAIDEN, G.E. Reform and revitalization of the American bureaucracy. *Quarterly Journal of Administration*, 13(3-4) Apr.-July 79, p.243-58.

KHANNA, K.K. The bureaucracy. *Economic Times*, 3 June 80, p.5; 4 June 80, p.5.

Success of the government depends upon the proper functioning of public bureaucracy. This article examines the consequences of the varying relative strength of the bureaucracy with respect to other political organs, namely, the political executive legislature, and judiciary. Too strong as well as too weak a bureaucracy are baneful for the nation's progress. Politicisation may lead to chaos in the ranks of the bureaucracy, spelling disaster for the community in general. In developing countries instead of merely implementing the dictates of the political executive, the bureaucracy has to rebrace itself to bring about the necessary socio-economic and political development in the country.

KHANNA, K.K. Indian bureaucracy: dangers flowing from politicisation. *Economic Times*, 7 May 80, p.5.

Over-zealous political leadership often treats the neutral bureaucracy as a stumbling block in achieving quick political returns. The evil effects of the replacement of top civil servants with a change in the complexion of the government are examined. This bureaucratic politicisation is even more baneful than the spoils system. The fall-out of politicisation is analysed at two levels, individual and national. In the

absence of benevolent dictatorship, wealth and power of the nation will be channelised towards a few. However, sooner or later discontent is bound to grow, lead to uncontrolled and suicidal lawlessness, and ultimately result in military dictatorship.

KHANNA, K.K. Orientation of bureaucracy: psychology of scarcity and control. *Economic Times*, 26 June 80, p.5.

The characteristics of Indian bureaucracy during British rule are briefly presented. During those days the developmental activities were slow, sporadic, unsystematic and half-hearted. As such there were no developmental functions for bureaucracy. After independence when the country embarked upon the programme of increasing agricultural and industrial production it became necessary to direct the primary orientation of bureaucracy toward the functions of production and distribution. But the bureaucracy is still adhering rigidly to the rules and regulations whatever the need of the hour. Planning is taken as a basis for rationing and restricting distribution of resources rather than as an instrument for development of adequate resources. A major change in primary orientation is necessary to overcome such a situation.

MAYNTZ, RENATE. (Univ. of Cologne). Public bureaucracies and policy implementation. *International Social Science Journal*, 21(4) 79, p.633-45.

Where public bureaucracies function as macro-systems of relatively autonomous actors who dispose of significant margins for discretionary action, output is not determined by the policy input, but depends largely on the actual behaviour of public agencies in the implementation phase. With increase in the tasks assigned to public bureaucracies, the charges of inefficiency and ineffectiveness of the public sector have gained weight and turned attention to the structural, procedural and personal conditions of its performance. In this paper these conditions of performance are analysed.

OSZLAK, OSCAR. Critical approaches to the study of state bureaucracy: a Latin-American perspective. *International Social Science Journal*, 21(4) 79, p.661-81.

OTHMAN, OSAMA A. (Univ. of Riyadh). Saudi Arabia: an unprecedented growth of wealth with an unparalleled growth of bureaucracy. *International Review of Administrative Sciences*, 45(3) 79, p. 234-40.

Oil revenues provide vast funds to oil producing countries. In Saudi Arabia this increase in revenues has paved the way for the growth of bureaucracy. But the abundance of capital has not provided a magic cure for its administrative illness. The growth of bureaucracy is discussed in this paper. The factors due to which bureaucracies in less developed countries appear to be overstaffed are pointed out. As a result of shortage of trained and educated personnel, the number of non-Saudis in public service has grown rapidly.

RIGGS, FRED. (Univ. of Hawaii). Introduction: shifting meaning of the term 'bureaucracy'. *International Social Science Journal*, 21(4) 79, p.563-84.

The term 'bureaucracy' has acquired so many significations that it can now be used without much sense of strain in about forty marginally differentiated senses. Martin Albrow has dealt with the word's changing meaning in his monograph 'Bureaucracy' published in 1970. The historical sequences and interactions which led to the conceptual transformations are carefully detailed in that monograph but it does not provide a glossary that would identify each of the main meanings of 'bureaucracy' and give a synopsis of the authors who established and developed each of them. An attempt is made in this paper to present such a synopsis.

RIGGS, FRED. W. (Univ. of Hawaii). Bureaucracy and development administration. *Philippine Journal of Public Administration*, 21(2) Apr. 77, p.105-22.

Development involves the increasing ability to make collective decisions and the re-adjustment of relationships between any social system and its context. A more efficient administration of development may be expected if the level of bureaucratology —the negative aspect of performance by public officials-in public agencies is reduced thereby enhancing its capacity to formulate and implement development strategies. In this regard, the strengthening of decision-making capabilities and the conversion of asymmetrical relations into symmetrical ones between any social system and its context would require: the emergence of extra bureaucratic institutions which could perform some of the burdens imposed on a bureaucracy and check on the reactive character of the human environment by imposing responsibility on bureaucrats; the selection and modification of appropriate administrative technologies which institutionalize changes that enable public agencies to serve public purposes more effectively and efficiently; and the establishment of a balance of power between bureaucracies and their extra-bureaucratic institutions.—*Reproduced.*

VERMA, S.L. (Univ. of Rajasthan, Jaipur). Bureaucracy and political development in India: an ideological perspective. *Political Change*, 2(2) July-Dec. 79, p.81-92.

This article deals with the unbridgeable gap between the aspirations of the politicians and their implementation in terms of actual achievement. Apart from several other factors, the author has discovered the dysfunctional role of bureaucrats, values, norms, behaviour patterns, and power-politics, collectively named as 'ideology'. It has been assumed that for the success of political development in India, a suitable type of administrative ideology must be evolved.—*Reproduced.*

CAPITAL PUNISHMENT

HAMILTON, V. LEE and LAURENCE ROTKIN. The capital punishment debate: public perceptions of crime and punish-

ment. *Journal of Applied Social Psychology*, 9(4) July-Aug. 79, p.350-76.

CAREER SERVICE

McCALLUM, B.G. (Commonwealth Public Service Board). The career service in the 1980s: what are the facts? *Australian Journal of Public Administration*, 38(4) Dec. 79, p.369-76.

In Commonwealth administration, the career service concept has by and large been held to embrace staff employed in the Commonwealth Public Service under the Public Service Act. This paper seeks to provide statistics on how the career service has developed within Commonwealth Government administration over the past decade or so. On the basis of trends in these data some speculations are offered on how the career service might look in the 1980s. The findings and conclusions are listed in the end.

STAATS, ELMER B. Accountability for career development: a must for improved program management. *Bureaucrat*, 8(3) Fall 79, p.2-6.

Development programmes for federal career employees are not sufficient to equip them to deal with changing organisational and societal needs. As political appointees are transient, competent career personnel are vital for the successful operation of government programmes. Federal managers will pay more attention to career development if they are held directly accountable for staff development.

CASE METHOD

SUBRAMANIAM, V. (Univ. of Ife, Nigeria). Cutting down to size: the case study method. *Indian Journal of Public Administration*, 26(1) Jan-Mar. 80, p.91-3.

There are a number of issues in training and one of most important is that of methodology. The case study method has assumed a place for itself, but Subramaniam

questions its significance and points out some limitations which merit consideration.—*Reproduced from the editorial.*

CHILD LABOUR

DOGRA, BHARAT. Child labour: a case study. *Indian Express*, 28 Apr. 80, p.6.

CITIES AND TOWNS

MAYUR, RASHMI. Man, city and future. *Civic Affairs*, 27(6) Jan. 80, p.9-11.

SEXTON, DONALD E. Evaluating urban growth policies with a systems simulation. *Management Science*, 25(1) Jan. 79, p.43-53.

CITIZEN PARTICIPATION

COOPER, TERRY L. Citizen participation: from political response to administrative initiative. *Bureaucrat*, 8(4) Winter 79-80, p.40-9.

COUSINS, WILLIAM J. Community participation in development: the next step. *Voluntary Action*, 22(4) Apr. 80, p.10-12, 17.

Community participation can be characterised as a process, a concept, a symbol, a means, and as an end in itself. It implies a programme designed by an external agency which would like the client population to be involved. In this study the problem of participation is examined as regards improving the traditional slum areas of cities. This is an abstracted version of a paper prepared for the Seminar on Improvement of Living Conditions in Traditional Housing Areas within the Walled City of Delhi, sponsored by Max Mueller Bhavan, New Delhi, in February 1980.

CITY MANAGERS

SMITH, RUSS. City administrators as policy-makers: some rules for behavior? *Midwest Review of Public Administration*, 13(1) Mar. 79, p. 1-18.

CITY PLANNING

BHATTACHARYA, MOHIT. (Calcutta Univ.) Institutional implications of planned decentralisation. *Calcutta Municipal Gazette*, 98(1) 22 Mar. 80, p.1503-4.

The institutional pattern in CMD consists of Calcutta Corporation, 34 municipal bodies and 561 non-municipal areas falling under the panchayati raj set-up. The essential civic facilities are in a deplorable condition due to deteriorating financial situation of all local authorities. The problems of institutional inadequacy have been identified by experts since the publication of Basic Development Plan in 1966, but very little has been done to remove the defects. In this note a sketchy attempt is made to lay down the bare outlines of the institutional framework and point out a number of recommendations to achieve decentralised urban development.

CHYUTIN, MICHAEL. Planning in communal society: a comparison between physical planning in the Kibutz and the city. *Socio-Economic Planning Sciences*, 13(6) 79, p.289-95.

GALANTAY, E.Y. New towns in national development: goals, policies and strategies. *Ekistics*, 46(277) July-Aug. 79, p.200-5.

JAIN, ASHOK KUMAR. Role of urban policy in the national development of India. *Urban and Rural Planning Thought*, 20(3) July-Sept. 77, p.123-31.

MOTILAL, A.K. Urban development in Calcutta. *Civic Affairs*, 27(6) Jan. 80, p.35-41.

RANGA REDDY, Y.V. Economic perspective of a metropolitan economy. *Nagarloke*, 12(1) Jan.-Mar. 80, p.16-22.

SHEPHERD, ANDREW. Planning and government intervention in the unregulated urban economy: the Rabaris of Ahmedabad. *Nagarloke*, 12(1) Jan.-Mar. 80, p.73-83.

CITY PLANNING AGENCIES

CHAKRAVARTY, B. Interventions and the organizational perspective of urban development authorities: the case of CMDA, Nagarlok, 12(1) Jan.-Mar. 80, p.52-64.

CIVIL LIBERTIES

CHOWLA, N.L. Civil Rights Act only on paper. Times of India, 2 May 80, p.6.

GLENN, GARY D. Inalienable rights and positive government in the modern world. Journal of Politics, 41(4) Nov. 79, p.1057-80.

CIVIL SERVICE

AKINYELE, T.A. On being a higher civil servant. Quarterly Journal of Administration, 13(3-4) Apr.-July 79, p.231-42.

AYIDA, ALLISON A. The federal civil service and nation building. Quarterly Journal of Administration, 13(3-4) Apr.-July 79, p.217-29.

D'SOUZA, J.B. (Administrative Staff College of India, Hyderabad). The role of the civil service in India—the need for commitment. Man and Development, 2(1) Mar. 80, p.56-9.

Most of the policy decisions which get ministerial approval originate with civil servants. The elite civil servants as a result of their upbringing and education are committed to themselves and their class rather than to the people of India. The country needs a civil service radically different in attitude and committed to the people.

GRANT, N.B. Committed public servant. Mainstream, 18(33) 12 Apr. 80, p.32-3.

Unlike developed countries, in India political awakening preceded industrial rejuvenation and hence ideological aspect got greater prominence over purely pro-

fessional considerations. As the political system and ideology is dominating the environment in which the public servant works, he cannot pretend to remain outside the system and yet be effective. In a multiparty democracy 'sympathisers' are likely to do better than 'neutrals'.

NEHRU, B.K. The role of civil services in India. Eastern Economist, 74(18) 2 May 80, p.878-81.

The civil services in India are not being allowed to play their proper role because of political interference in the discharge of their duties. Instead of administering the law they are being compelled to carry out the wishes of ever-changing ministers. The means used to bend civil servants to the 'ministers' will be the arbitrary use of the powers of transfer, suspension and promotion. To restore the independence of the civil services it is necessary to regulate the use of these powers by law and to raise substantially their emoluments. Their continuous retraining and re-education is also necessary to restore their damaged morale and their professional integrity. The destruction of the civil services can only lead to an increase in maladministration with dangers to the continuance of the system of civilian political rule.—*Reproduced.*

NEHRU, B.K. Civil services in India. Business Standard, 1 May 80, p.5; 3 May 80, p.5.

Having taken upon itself the complicated task of ensuring the welfare of all its citizens, the State requires a continuous elaboration of the operative mechanism. The civil service system has certain well-marked characteristics. Its 'staff' and 'line' functions are briefly explained. A confusion between these two separate functions leads to arbitrary, unjust and dangerous actions. Any attempt to politicise the service will end in disaster. The ministers are taking more and more interest in individual cases, and the administration is progressively ceasing to be carried on according to the

law. The ministers adopt various means to bend the civil servants to their will. The changes required to reconvert the civil service into a first class machine are pointed out.

NORONHA, R.P. The civil services—their role and constraints in contemporary India. *Man and Development*, 2(1) Mar. 80, p.48-55.

Every government employee is a civil servant and no amount of genius at the top can produce results unless the men at the bottom translate ideas into action. The capacity of lower cadres can be increased by taking in better men and through better training. In civil service orders should go down along the chain of command. After Independence, in India, a new chain of command from the political leader at the village level right up to the minister came into existence. The ill-effects of interference in administration by this new chain of command are explained. Whatever the commitments of the government in power the most important duty of a civil servant is to give unpalatable advice, when necessary. Suspension is not included in the list of punishments, therefore protection afforded by Article 311 of the constitution is illusory. As the qualifications are the same for the all-India services different pay scales are totally unjustified.

ODIA, S.G. (Centre of Management Development, Lagos) Towards a result-oriented public service. *Quarterly Journal of Administration*, 12(1) Oct. 77, p.3-15.

The expanding scope of government involvement in the rapid social and economic development of Nigeria calls for responsive, result-oriented public service machinery. This article identifies the conditions necessary for the attainment of this type of service. It proposes a new concept of public service management which is scientific and run by specialized and motivated leaders and trained personnel operating efficient management control and informa-

tion systems within a suitable organizational structure. Innovativeness, research and consultancy held the service keep abreast of the scope and trend of social and economic development. This is true not only of the Federal Public Service but also at the state and local government levels. —*Reproduced.*

THAYER, FREDERICK C. Civil service reform, unemployment, and the lost lesson of the foreign/military sectors. *Bureaucrat*, 8(3) Fall 79, p.16-25.

WILDING, R.W.L. The professional ethic of the administrator. *Management Services in Government*, 34(4) Nov. 79, p.181-6.

CIVIL SERVICE AND LEGISLATORS

JOSHI, RAJENDRA and PRADEEP SAXENA. (Univ. of Rajasthan, Jaipur). Minister-civil servant relationship: the Indian political context. *Political Change*, 2(2) July-Dec. 79, p.48-60.

In this article the authors have probed into the problem of Minister-Civil Servant Relationship before and after the dawn of Indian Independence. For the success of parliamentary democracy, they have suggested many ways and means to improve upon the worsening situation, at least to deliver some goods to the bulk of the people living below the poverty line. It has been felt that party-splits, rivalries and dissensions bring about the growth of an uncontrollably powerful bureaucracy. —*Reproduced.*

COMMITTEES

BENNETT, JAMES T. and MANUEL H. JOHNSON. Laws of committee organization and management in bureaucracies. *Bureaucrat*, 8(3) Fall 78, p.50-5.

COMMUNICATION IN MANAGEMENT

KAUL, M.K. Communication in manage-

ment. Integrated Management, 15(2) Feb. 80, p.5-11.

SUDARSANAM, P. Managerial communication in state transport, Journal of Transport Management, 3(11) June 80, p.13-15.

COMMUNITY DEVELOPMENT

NAIDU, N.Y. (National Institute of Rural Development, Hyderabad). Community participation and socio-economic status. Rural Development Digest, 3(1) Jan. 80, p.8-18.

The concept of people's participation is a comprehensive one which includes almost all the activities concerning community life. In this paper for the study of participation, data are taken from "Panchayati raj and social change in Assam" a study by the National Institute of Rural Development, Hyderabad. All the individual actions which have some bearing on people's participation were classified into eighteen indices in the form of dichotomous questions bearing both positive and negative replies. The independent variables like age, education, occupation, and monthly income were cross-tabulated with participation, the dependent variable and their association was tested with the use of the Chi-square method. Only one variable, education, showed positive association with the level of participation. As such investment in education is likely to pay rich dividends.

COMPUTERS

COMFORT, JOHN CRAIG and MARY L. VOLCANSEK. Computer simulation as a planning tool for administrators. Midwest Review of Public Administration, 13(1) Mar. 79, p.19-24.

DE, NITISH R. Work-system change induced by new technology: lessons from a micro-case. Human Futures, 3(1) Spring 80, p.19-38.

KRAEMER, KENNETH L. and JAMES L. PERRY. The federal push to bring com-

puter applications to local governments. Public Administration Review, 39(3) May-June 79, p.260-70.

CONSTITUTIONAL LAW

BENEGAL, SOM. Constitution not sacrosanct: handiwork of bureaucrats. Times of India, 25 June 80, p.6.

SCHNEIDER, EBERHARD. The discussion of the new all union constitution in the U.S.S.R. Soviet Studies, 31(4) Oct. 79, p.523-41.

CONSTITUTIONS—AMENDMENTS

BETH, LOREN P. Mr. justice Black and the first amendment: comments on the dilemma of constitutional interpretation. Journal of Politics, 41(4) Nov. 79, p.1105-24.

CHITTA RANJAN, C.N. Which is the sacred cow? Mainstream, 18(38) 17 May 80, p.4-5, 33.

HENDERSON, MICHAEL. Setting India's democratic house in order: constitutional amendments. Asian Survey, 19(10) Oct. 79, p.946-56.

KATYAL, K.K. Constitution and Parliament's powers. Hindu, 12 May 80, p.8.

PALKHIVALA, NANI A. Supreme Court judgement. Indian Express, 16 May 80. p.6; 17 May 80, p.6.

SAHAY, S. No place for firmans. Statesman, 15 May 80, p.6.

SEERVAL, H.M. Parliament and the constitution. Indian Express, 19 May 80, p.6.

CONSULTANTS

SYMPOSIUM on consultants in the public sector. Public Administration Review, 39(3) May-June 79, p.203-29.

Contents: Consultants in the public sector, by Richard L. Pattenau; An

evaluation of private and university consultants by state and local officials, by Thomas Vocino, Samuel J. Pernacciaro and Paul D. Blanchard; Managing the consultancy process, by John Rehfuß; The experience of a small city in managing the consultant process, by John Cartwright; The consultant responds: ZBB from theory to practice in Dekalb, by John Rehfuß; Observations on the role of consultants in the public sector, by Robert Resenblum and Daniel McGillis; on the effective use of public sector expertise: or why the use of outside consultants often leads to the waste of in house skills, by Elliot H. Kline and C. Gregory Buntz.

CORPORATE FARMING

BOLES, DONALD E. and GARY L. RUPNOW. Local governmental functions affected by the growth of corporate agricultural land ownership: a bibliographic review. *Western Political Quarterly*, 32(4) Dec. 79, p.467-78.

CORRUPTION

CARINO, LEDIVINA V. (Univ. of the Philippines). Boundary encounters and corruptive behaviour. *Philippine Journal of Public Administration*, 21(2) Apr. 77, p.141-55.

This paper contends that within the sociological tradition of analysing system-environment relations, sociological concepts such as roles, statuses and power can be used to study the issue of corruption. When government employees and citizens interact each may perform different types of behaviour. Two major sources of data are used to analyse bureaucrat-client encounters in terms of three social variables—role, status and power—to determine different forms of corruption. This is a revised version of a paper presented at the Conference on "The political economy of development" sponsored by the University of Wisconsin and the University of Philippines, held in Manila in December 1974.

CORRUPTION, POLITICAL

DOIG, ALAN. Self-discipline and the House of Commons: the Poulson affair in a parliamentary perspective *Parliamentary Affairs*, 32(3) Summer 79, d.248-67.

COUNCILMEN

PATE, S.J. and M. STEPHENSON. Information for councillors. *Local Government Studies*, 5(5) Sept.-Oct. 79, p.63-78.

CREDIT

D'MELLOW, L. Credit planning. *Economic Times*, 4 Apr. 80, p.5; 5 Apr. 80, p.5.

JAIN, INU. How effective is credit planning? *Eastern Economist*, 74(20) 16 May 80, p.996-1000.

NAYAR, C.P.S. Exploding a myth. *Business Standard*, 18 Apr. 80, p.5.

CRIME

BAYLE, DAVID H. Crime, culture and change. *Indian Journal of Social Work*, 41(1) Apr. 80, p.1-9.

SHOURIE, ARUN. Crime, criminals and the state. *Indian Express*, 23 June 80, p.6.

VENUGOPAL RAO, S. Dealing with hidden criminality. *Indian Express*, 25 June 80, p.6.

CRIMINAL PROCEDURE

SAXTON, BARRIE J. The admissibility of confessions in the Canadian justice system. *Police Journal*, 53(2) Apr.-June 80, p.128-37.

CRITICAL PATH ANALYSIS

LADDUWAHETTY, N.S. A simplified critical path method applicable to developing countries. *Journal of Development Administration*, 4(1) May, 74, p.1-12.

DECISION-MAKING

AIYEPEKU, WILSON O. The information component in decision-making: a framework for analysis. *Quarterly Journal of Administration*, 17(2) Jan. 78, p.127-39.

GOMEZ, R.G. Guidelines towards the improvement of the decision-making process in public service organisations. *Journal of Development Administration*, 4(2) Nov. 74, p.1-10.

TIKEKAR, R.J. and SADANANDA SAHU. Heuristic methods for decision-making. *Productivity*, 20(3) Oct.-Dec. 79; p.335-46.

VIDYARANYULU, K.M. Perspective in decision making. *Defence Management*, 6(2) Dec. 79, p.38-42.

DEFENCE, NATIONAL

ANITA, S.N. National defence: a viewpoint. *Indian Express*, 27 June 80, p.6; 28 June 80, p.6.

MATTHAI, THOMAS. The making of defence policy. *Indian Express*, 5 Apr. 80, p.6.

DEMOCRACY

BOHN, DAVID EARLE. Consociational democracy and the case of Switzerland. *Journal of Politics*, 42(1) Feb. 80, p.165-79.

DEVELOPMENT ADMINISTRATION

ISLAM, NASIR and GEORGES M. HENAUULT. (Univ. of Ottawa). From GNP to basic needs: a critical review of development and development administration. *International Review of Administrative Sciences*, 45(3) 79, p.253-67.

During the last three decades, the notion of development has moved away from a narrow, largely economic conceptualization towards a wider, all encompassing,

socio-economic one. In this paper these changing notions of development and the corresponding designs for managing development are evaluated. New developmental thinking has shifted from industrialization to agriculture, from urbanization to rural development, market determined priorities to politically determined basic needs, GNP per capita to individual welfare, topdown planning to participative planning, etc.

DISTRICT ADMINISTRATION

MADHAVA RAO, L.S. (Vivek Vardhimi College, Hyderabad). Varying roles of collectors in panchayat raj administration in different states. *Quarterly Journal of the Local Self-Government Institute*, 50(3) Jan.-Mar. 80, p.617-21.

The question of selection and appointing a person as Chief Executive Officer at Zila Parishad level runs into three directions. This is the theme of this article by Prof. L.S. Madhava Rao. He suggests that: (1) If there is a pool of expertise and administrative skill in the same local body service itself, these persons having required calibre can be appointed as C.E.O.; or (2) To involve District Collector in Panchayat Raj Administration in addition to his normal revenue and law and order (magisterial) functions; or (3) To bring a candidate from higher All India Service Cadre.—*Reproduced.*

SHARMA, SUDESH KUMAR. (Panjab Univ., Chandigarh). District officer in transition: problem of survival in India. *International Review of Administrative Science*, 45(3) 79, p.249-52.

The district is the nodal point of the administrative system in India with collector as the chief agent of the government. After Independence phenomenal increase in the activities of the government and some other developments have materially altered the framework of the functioning of the collector, who no longer enjoys the same prestige and status. No reform of district

administration can be effective or lasting unless the role of the collector is properly redefined and this nodal institution is suitably strengthened. The author has analysed the recommendation of Ashok Mehta Committee to transfer all development functions to the Zila Parishad. He has divided the sum total of the functions at the district level in four sizable parts—law and order, revenue collection, development, and general—and has suggested that there should be four officers, each in charge of a different branch of administration. The officer in charge of law and order should be an IAS officer, be senior to the other trio, and should look after coordination.

WIJEWEERA, B.S. Some reflections on current administrative reforms in the district administration. *Journal of Development Administration*, 4(1) May 74, p.13-26.

DROUGHT

SHUKLA, ROHIT. Scarcity and relief wages. *Economic Times*, 22 Apr. 80, p.5. 23 Apr. 80, p.5.

SWAMINATHAN, M.S. (Dept. of Agriculture, New Delhi). Evolution of drought management in India. *Bhagirath*, 27(1) Jan.-Mar. 80, p.18-23.

Only in the late 19th century a definite policy about role of government in combating famines was evolved. A landmark in the history of famine relief in India is the appointment of Famine Inquiry Commission under Genl. R. Strachey in 1878. Provincial Finance Code was first issued in 1883. After Independence, the system of financing relief expenditure on account of natural calamities was further streamlined. Against the background of the global food situation the need to step up national food production is emphasised, and steps taken to provide relief to affected population and stabilise crop production are summarised.

ECONOMIC ASSISTANCE

BIRD, GRAHAM. The IMF as a source of international finance for developing countries: a critical appraisal. *Indian Journal of Economics*, 60(4) Apr. 80, p.393-442.

ECONOMIC DEVELOPMENT

DUTT, R.C. NIEO and India's development experience. *Mainstream*, 18(36) 3 May 80, p.17-19. 26.

MACRAE, JOHN T. A clarification of Chinese development strategy since 1949. *Developing Economics*, 17(3) Sept. 79, p.266-94.

METTMAN, JAMES H. Alternative to conventional strategies for development: Mozambique experience. *Alternatives*, 5(3) Nov. 79, p.307-28.

RAJ KRISHNA. Centre and the periphery. *Economic Times*, 15 May 80, p.5; 16 May 80, p.5; 17 May 80, p.5.

This is the G.L. Mehta memorial lecture delivered in Bombay on 7th May 1980.

RANGARAJAN, S. The Brandt report. *Economic Times*, 28 Apr. 80, p.5; 29 Apr. 80, p.5; 30 Apr. 80, p.5; 1 May 80, p.5.

SAPRU, RADHAKRISHNAN. Nature, needs and strategy of development in developing countries: a review. *Indian Journal of Economics*, 60(3) Jan. 80, p.293-323.

SEN, BIMAN. Development or stagnation?: essence of economic development. *Productivity*, 20(3) Oct.-Dec. 79, p.347-54.

ECONOMIC PLANNING

BHARGAVA, GOPAL. District level planning. *Capital*, 184(4605) 28 Apr. 80, p.3.

BHOOTHALINGAM, S. Plan formulation and implementation. *Indian Express*, 2 June 80, p.6; 3 June 80, p.6.

BRILL, E. DOWNEY, Jr. The use of optimization models in public sector planning. *Management Science*, 25(5) May 79, p.413-22.

CHATTOPADHYAY, PARESNATH. Decentralized planning: some issues. *Eastern Economist*, 74(18) 2 May 80, p.896-9.

DUTT, R.C. Planning in India. *Business Standard*, 13 June 80, p.5; 24 June 80, p.5; 25 June 80, p.5; 26 June 80, p.5; 27 June 80, p.5.

DUTT, R.C. The role of planning in India's development. *Man and Development*, 2(1) Mar. 80, p.16-23.

KUCZYNSKI, WALDEMAR. Planning and economic reforms under socialism. *Soviet Studies*, 31(4) Oct. 79, p.505-22.

LAKDAWALA, D.T. How we fail to take planning seriously. *Kurukshetra*, 28(9) 1 Feb. 80, p.4-11.

MEHTA, BALRAJ. The transformed role of the Planning Commission. *Indian Express*, 11 Apr. 80, p.6.

MENDIS, M.W.J.G. An appraisal of the needs for management services in development planning with special reference to Sri Lanka. *Journal of Development Administration*, 4(1) May 74, p.33-41.

MURTY, T.S. (Govt. of Tripura, Agartala). Planned economic change: the components of implementation. *Indian Journal of Public Administration*, 26(1) Jan.-Mar. 80, p.40-9.

Murty in his article "Planned Economic Change: the Components of Implementation", draws attention to the further complications that arise because of the confusion between planning proper and implementation. According to him, implementation is a distinct part of planning. Implementation is the problem of transition from the setting up of detailed objectives to the achievement of those objectives.

This has come to get attention only recently. Even so, over a large area, the two parts are treated as one.

From here Murty takes us on to the point that while the objectives are a political decision, backed by informed and advisory opinion, implementation is left, by and large, to the civil service. It happens, according to him, that while the objectives may be clear enough, failure in implementation, which actually arises because of the confusion between objectives and their achievement, is attributed to the civil service and its alleged non-orientation to development administration.

In implementation, Murty makes a distinction between regulatory work and developmental work. While the civil service set-up understands the former and is successful in carrying out projects of this nature, the implementation of developmental programmes poses several problems; besides other things, they require public cooperation and this cannot be obtained by ordering people about. However, such distinction is not always conceptually and operationally valid.

In short, what Murty does is to question the assumption that preparation of a scheme and ordering that it be executed will automatically result in its execution. He has, at the same time, developed several criteria for implementation proper which he explains in detail in the course of his article. Also he draws attention to the mistaken idea that a project will be implemented if only a large number of posts is created for its execution. An inevitable corollary of this approach, he says, is the growth in establishment work.—*Reproduced from editorial.*

PAI PANANDIKER, D.H. Planning for results. *Hindustan Times*, 30 Apr. 80, p.7.

RAJ, K.N. Trends in Indian economy and Kerala's development prospects. *Mainstream*, 18(33) 12 Apr. 80, p.7-10, 31.

RAJADHYAKSHA, V.G. Industrial and technological dimensions of the Five-year Plan (1978-83). *Yojana*, 24(3) 16 Feb. 80, p.5-7, 26.

SIVANANTHAN, S. Problems of planning and implementation at the district level in Sri Lanka. *Journal of Development Administration*, 7(2) Nov. 77, p.23-37.

SOMANI, K.K. Indian planning. *Economic Times*, 27 May 80, p.5; 28 May 80, p.5.

EDUCATION

RAFFERTY, KEVIN. World Bank on Indian education: improvements needed in all aspects. *Indian Express*, 12 May 80, p.6.

SINGH, MAN MOHAN. Towards a definition of development education. *Man and Development*, 2(1) Mar. 80, p.108-14.

SIVALINGAM, R.R. Reforms in educational administration in Sri Lanka. *Journal of Development Administration*, 6(1) May 76, p.19-31.

UMO, JOE U. Public sector earnings, function and implications for investment in human capital: the Nigerian case. *Developing Economies*, 17(3) Sept. 79, p.309-28.

EDUCATION AND STATE

BOK, DEREK C. The federal government and the University. *Public Interest*, (58) Winter 80, p.80-101.

ELECTIONS

DEKA, K.N. The shaking of the Congress monopoly in 1977 Lok Sabha election: the case of Assam. *Political Science Review*, 18(3) July-Sept. 79, p.54-75.

GANGULY, MIRA and BANGENDU GANGULY. Lok Sabha elections, 1977: the West Bengal Scene. *Political Science Review*, 18(3) July-Sept. 79, p.28-53.

KHAN, MOHAMMAD MOHABBAT and HABIB MOHAMMAD ZAFAR-ULLAH. The 1979 parliamentary elections in Bangladesh. *Asian Survey*, 19(10) Oct. 79, p.1023-36.

MAJUMDAR, P.K. and P.K. Mandal. Political awareness of the voters of West Bengal. *Indian Journal of Political Science*, 40(4) Dec. 79, p.574-91.

NAYAR, KULDIP. The assembly elections. *Indian Express*, 4 June 80, p.6.

SHETH, P.N. Bipolarization in the Lok Sabha elections in Gujarat in 1977. *Political Science Review*, 18(3) July-Sept. 79, p.76-93.

SUBRAMANIAN, S. The regional factor in national politics: the case of the Congress success in Tamil Nadu in 1977 Lok Sabha elections. *Political Science Review*, 8(4) Oct.-Dec. 79, p.28-48.

ELECTRIC POWER

GHOSH, P.K. Accounting and financial control in electric supply undertakings. *ICSSR Research Abstract Quarterly*, 7(3) July-Sept. 78, p.39-50.

JOSHI, A.S. The power problem in India. *Public Affairs*, 23(3) Mar. 80, p.37-46.

RAMANI, K.V. State electricity boards. *Business Standard*, 5 Apr. 80, p.5; 7 Apr. 80, p.5.

SAMBRANI, SREEKANT. The energy crisis: patterns of consumption and production. *Electronic Times*, 26 Apr. 80, p.5.

VIJAYACHANDRAN, K. Power planning. *Business Standard*, 10 May 80, p.5; 12 May 80, p.5.

ELECTRIC UTILITIES

ELECTRICITY Pricing policy. *Annals of Public and Cooperative Economy*: 50(3) July-Sept. 79, p.3-182 (Entire issue).

GELLERSON, MARK W. Marginal cost-based electricity tariffs: theory and case study of India. *Indian Economic Review*, 14(2) Oct. 79, p.163-76.

EMERGENCY POWERS

SIWACH, J.R. Misuse of emergency powers in India and nature of amended institutional safeguards. *Indian Journal of Political Science*, 40(4) Dec. 79, p.651-68.

EMPLOYEE MORALE

MAHESHWARI, S.R. (I.I.P.A., New Delhi). The morale of the civil service. *Indian Express*, 28 June 80, p.6.

Since January 1980 there has been a large-scale transfer of higher civil servants on partisan considerations. The baneful effects of such transfers are analysed in this article. Such transfers have affected not only public administration but public undertakings and financial institutions also. The lamentable fact is that the civil service has today lost its élan and is not professional.

EMPLOYEES' REPRESENTATION IN MANAGEMENT

RAO, GAMJI PARAMESHWARA. "I" as a managerial attitude: is it a deterrent in worker participation in management? *P.U. Management Review*, 2(1-2) Jan.-Dec. 79, p.1-9.

EMPLOYMENT

ANDERSON, DENNIS AND MARK W. LEISERSON. Rural nonfarm employment in developing countries. *Economic Development and Cultural Change*, 28 (2) Jan. 80, p.227-48.

BROWALDH, TORE. Planning for employment in Sweden—the experience of a small industrial country. *Man and Development*, 2(1) Mar. 80, p.38-43.

DANDEKAR, KUMUDINI and MANJU SATHE. Employment guarantee scheme

and food for work programme. *Economic and Political Weekly*, 15(15) 12 Apr. 80, p.707-13.

DANDEKAR, KUMUDINI and MANJU SATHE. Impact of "food for work" programme. *Kurukshetra*, 28(17) 1 June 80, p.8-15.

MURTI, V.S. (Nagpur Univ.). Employment guarantee scheme for rural development in Maharashtra. *Political Change*, 2(2) July-Dec. 79, p.25-36.

In the present empirical study, the author has written on the well known 'Employment Guarantee Scheme' launched in Maharashtra. He has envisaged it as an effective way to accept people's right to work, and remove poverty and unemployment throughout the countryside. He has evaluated the scheme in full and has advanced several suggestions to keep it insulated from bureaucratic trappings as well as political manoeuvring for narrow partisan ends.—*Reproduced*.

NOORANI, A.G. The sons of the soil doctrine. *Indian Express*, 21 Apr. 80, p.6.

OJO, FOLAYAN. The Nigerian urban employment problem. *Greenhill Journal of Administration*, 4(3-4) Oct. 77-Mar. 78, p.52-63.

PEACOCK, FRANK and R.R. DEAN. The demand for educated manpower in Sri Lanka. *Developing Economics*, 17(3) Sept. 79, p.329-43.

SHARMA, ARCHANA. Migration and unemployment in Assam. *Indian Journal of Regional Science*, 9(2) 79, p.34-9.

SINGH, RAHUL. Sons of the soil nonsense. *Business India*, (56) 28 Apr. 80, p.33.

EMPLOYMENT AGENCIES

PISSARIDES, C.A. (London School of Economics). Job matchings with state

employment agencies and random search. *Economic Journal*, 89(356) Dec. 79, p.818-33.

In a labour market unemployed workers and vacancies may search the other side of the market either randomly or by registering at an employment agency. In this paper the roles and interaction of the employment agency and random search in the job-matching process are studied in detail, and a number of implications are derived about the policy that state employment agencies should adopt. It is suggested that the agency should try to encourage private search activity rather than offer incentives to firms to register more of their vacancies as this is likely to improve the overall rate of job matchings.

ENERGY RESOURCES

PATWARDHAN, M.S. Energy crisis. *Economic Times*, 18 June 80, p.5; 20 June 80, p.5; 21 June 80, p.5; 23 June 80, p.5.

EQUALITY

JACOBS, DAVID. Dimensions of inequality and public policy in the states. *Journal of Politics*, 42 (1) Feb. 80, p.291-306.

ESPIONAGE

MALHOTRA, INDER. The Samba spy case: some nagging questions. *Times of India*, 3 Apr. 80, p.8.

EXECUTIVES

JOSHI, NAVIN CHANDRA. Managing subordinates. *Eastern Economist*, 74 (16) 18 Apr. 80, p.800-1.

KOTHARI, AMITAV. Govt. controls on directors' pay and perks. *Economic Times*, 25 June 80, p.5.

MANDAL, BIBEKANANDA. Professional manager: its role and social responsibility. *Administrative Management*, Oct.-Dec. 79, p.1-3.

UPADHYAY, S.N. and J.C. JHA. Executives' attitude towards their work and organization. *Indian Journal of Industrial Relations*, 15(4) Apr. 80, p.611-21.

WOLF, JAMES F. and FRANK P. SHERWOOD. Executive coaching (It's O.K. to help the boss). *Bureaucrat*, 8(3) Fall 79, p.35-41.

EXPENDITURES, GOVERNMENT

BECK, MORRIS. Public sector growth: a real perspective. *Public Finance*, 34(3) 79, p.313-56.

JAGANNATHAN, N.S. Recipe for an experiment. *Statesman*, 4 Apr. 80, p.6.

LEELA, P. Public expenditure in India. *Business Standard*, 23 May 80, p.5; 24 May 80, p.5.

MICHAS, NICHOLAS A. Economic development, social mobilization and the growth of public expenditures in Greece. *American Journal of Economics and Sociology*, 39(1) Jan. 80, p.31-48.

PANDE, B.D. Why distinguish between plan and non-plan expenditure? *Commerce*, 140(3589) 5 Apr. 80, p.596.

It is suggested that under the developmental heads, the distinction between plan and non-plan expenditure should be eliminated. Calculation of the effect of total expenditure on national income will lead to better planning.

FARM FINANCE

RAMACHANDRAN, T.S. Farm financing in Bastar district. *Yojana*, 24(6) 1 Apr. 80, p.13-14.

FARM INCOME—TAXATION

ANIL KUMAR, C. and RAM PRASAD. The legitimacy of farm tax. *Eastern Economist*, 74(20) 16 May 80, p.1000-2.

CHAR, S.V. Farm taxation and resources mobilisation. *Economic Times*, 1 June 80, p.5.

FARM LABOUR

GEORGE, P.T. Status of agricultural labour. *Kurukshetra*, 28(13) 1 Apr. 80, p.21-6.

MANRAI, M.L. and D.S. BHATNAGAR. Use of labour in growing crops. *Business Standard*, 15 May 80, p.5; 16 May 80, p.5.

PAPOLA, T.S. and V.N. MISRA. Labour supply and wage determination in rural Uttar Pradesh. *Indian Journal of Agricultural Economics*, 35(1) Jan.-Mar. 80, p.106-20.

RAMACHANDRA, V.K. Agricultural labourers in the working population of Tamil Nadu; Some results from the censuses of 1961 and 1971 and the world agricultural census 1970-71. *Madras Development Seminar Series Bulletin*, 10(3) Mar. 80, p.145-61.

FARM MACHINERY

PATEL, A.R. Farm mechanisation in India. *Eastern Economist*, 74(14) 4 Apr. 80, p.676-80.

SINGH, RAJVIR and L.R. SINGH. Impact of farm mechanisation on human and bullock labour employment in Western Uttar Pradesh. *Manpower Journal*, 15(4) Jan.-Mar. 80, p.53-65.

FARM PRODUCE—PRICES

DASS, SHIV RAM. Agricultural vs. non-agricultural prices and output. *Eastern Economist*, 74(20) 16 May 80, p.978-83.

KAHLON, A.S. Role of positive price policy in Indian agriculture. *Yojana*, 24(3) 16 Feb. 80, p.8-11.

RAYCHAUDHURI, G.S. and RAJ KRISHNA (Delhi School of Economics). Some aspects of wheat price policy in India.

Indian Economic Review, 14(2) Oct. 79, p.101-25.

The main purpose of this article is a rigorous statistical analysis of: (1) the factors influencing the determination of procurement prices; (2) the influence of the procurement price, and other important factors, on the volume of procurement; (3) the effects of price movements and other variables on the output of wheat; and (4) the effect of zoning on inter-state price dispersion. The policy implications of estimated relationships are indicated in each section and are summarised in the concluding one.

FARM WAGES

MITRA, ASHOK. Wage labour and wage goods: some policy issues. *Economic Times*, 9 June 80, p.5.

This is the text of the A.K. Gopalan memorial lecture delivered at the Indian School of Social Science, Trivandrum, on 9th April, 1980.

FARMERS

RANGANATHAN, K.V. Defining a small farmer. *Journal of the Indian Institute of Bankers*, 50(4) Oct.-Dec. 79, p.202-7.

FEDERAL AID

DUPRE, J. STEFAN. Reflections on the fiscal and economic aspects of government by conference. *Canadian Public Administration*, 23(1) Spring 80, p.54-9.

ECHOLS, JOHN M., III. Fiscal redistribution and regional equality in the Soviet Union. *Public Finance*, 34(3) 79, p.357-74.

SIWACH, J.R. (Kurukshetra Univ.). Financial autonomy: a justified demand of states. *Indian Journal of Political Studies*, 3(2) and 4(1) Jan. 80, p.178-92.

As most of the flexible sources of revenue are assigned to the Centre and the rigid ones to the States, the States are heavily

dependent on the Centre for funds. Even the provisions regarding shared taxes and grants-in-aid point in the same direction. In a number of ways the recommendations of successive finance commissions are circumvented. The issues examined are: proposal to abolish sales tax in lieu of additional excise duty, decreasing role of the Finance Commission, discrimination in grants-in-aid, central control over market borrowing, etc. It is suggested that some legitimate demands by the states for equitable distribution of financial resources be accepted by the central government.

STEIN, ROBERT M. Federal categorical aid: equalization and the application process. *Western Political Quarterly*, 32(4) Dec. 79, p.396-408.

VEILLEUX, GERARD. Intergovernmental Canada: government by conference? a fiscal and economic perspective. *Canadian Public Administration*, 23(1) Spring 80, p.33-53.

FEDERAL-STATE RELATIONS

MOCK, RON. Intergovernmental power and dependence. *Public Administration Review*, 39(6) Nov.-Dec. 79, p.556-61.

NOORANI, A.G. Scope of central directives. *Indian Express*, 3 Apr. 80, p.6.

SIMEON, RICHARD. Intergovernmental relations and the challenges to Canadian federalism. *Canadian Public Administration*, 23(1) Spring 80, p.14-32.

FINANCE, PUBLIC

McLEOD, T.H. The special Seminar on Financial Management and Accountability: an appraisal. *Canadian Public Administration*, 23(1) Spring 80, p.105-34.

SRIVASTAVA, D.K. and PAWAN K. AGGARWAL. Measuring tax revenue centralization in federal fiscal systems: a case study of India. *Public Finance*, 34(3) 79, p.414-33.

FISCAL YEAR

PAI PANANDIKER, D.H. The fiscal year. *Hindustan Times*, 22 Apr. 80, p.7.

Our agricultural sector produces about a half of the national income, and when agricultural production fluctuates the whole economy gets a shakeup. The budget which apparently raises most of the taxes from the non-agricultural sector is greatly affected by what happens to agricultural production. As such it is suggested that the budget should be presented after the monsoons when a fair indication of crops is available. Our fiscal year was imposed on us to coincide with the British one and we have continued with it after 1947. A fiscal year beginning November is proposed for monsoon-countries like ours.

FOOD SUPPLY

PANDEY, KEDAR NATH. The food outlook. *Eastern Economist*, 74(15) 11 Apr. 80, p.731-3.

SATYA SUNDARAM, I. Managing food supplies. *Mainstream*, 18(38) 17 May 80, p.31-2.

FOREIGN COMMERCE

DATTA, BHABATOSH. Foreign trade gap: the need for non-trade surpluses. *Economic Times*, 12 June 80, p.5.

FOREIGN EXCHANGE

DANDEKAR, V.M. Unequal exchange of errors. *Economic and Political Weekly*, 15(13) 29 Mar. 80, p.645-8.

DESAI, PADMA and JAGDISH BHAGWATI. Three alternative concepts of foreign exchange difficulties in centrally planned economies. *Oxford Economic Papers*, 31(3) Nov. 79, p.358-68.

KRISHNASWAMY, V. (Asian Development Bank, Manila). Foreign exchange management in India and the Philippines—

a comparative study. *Indian Journal of Public Administration*, 26(1) Jan.-Mar. 80, p.21-39.

Krishnaswamy examines the features and organisational methods of foreign exchange management in India and the Philippines as an attempt at studying comparative public administration in this crucial sector.

Assuming interdependence of national economies, foreign exchange management has distinctive features arising from the domestic economic development of each country and individual country's ability to manage and adapt its foreign exchange policy to take the best advantage of changing circumstances.

The Philippines and India have certain broad features common to each other in their economic development but their contrasts are also striking in the context of their respective size and the place of foreign exchange in the total economy. Krishnaswamy describes the Indian experience, giving the organisational structure and the mechanism of foreign exchange management and emphasises the need in India's case for a strategy on import substitution and foreign investment on a selective basis. By and large, according to the writer, Indian policy has been flexible and India has been able to use its options judiciously, in spite of the fact that in the recent past the country has had to face three wars, internal disorder, floods and droughts and was also buffeted by world monetary changes, successive oil price rises, and wild fluctuations in commodity prices.

The Filipino experience, according to the writer, is notable for its ability to adapt the country's economic and financial system to the environmental changes. Also noteworthy is the feature of foreign investment and external borrowings, both in contrast to the Indian situation. The Philippines' external borrowings are not confined to official sources, it has extensive commercial borrowings from foreign money markets

and has successfully used this medium to get over the effects of the foreign exchange crisis caused by oil price increase and commodity price fluctuation.—*Reproduced from the editorial.*

FORESTS

MAHAPATRA, S.N. Utilising our forests. *Business Standard*, 4 June 80, p.5; 5 June 80, p.5.

SHARMA, L.C. Employment potential of forestry sector in India. *Indian Journal of Industrial Relations*, 15(4) Apr. 80, p.577-97.

GANDHI, INDIRA

JAIN, GIRILAL. Authoritarian or indecisive: Mrs. Gandhi's leadership qualities. *Times of India*, 23 Apr. 80, p.8.

GAS

DANDEKAR, HEMALATA. Gobar gas plants: how appropriate are they? *Economic and Political Weekly*, 15(20) 17 May 80, p.887-93.

GENERALISTS

ADEBAYO, AUGUSTUS O. (Univ. of Ibadan). The problem of the administrator and the professional expert in the public service of Nigeria. *Quarterly Journal of Administration*, 12(4) July 78, p.343-59.

This problem is not peculiar to Nigeria, but Nigeria's colonial antecedent has exacerbated it. The Public Service Review Commission established a few years ago in Nigeria devoted special attention to the problem, but came up with solutions which the writer considers unsatisfactory. The article offers as a solution the classification of Departments into 'technical' and 'generalist' to be headed by specialists in the former case and by generalists in the latter case. It goes further to advocate that headship of departments classified as 'technical' should be rotated among the top

specialists in the various disciplines in the department. The article draws attention to the part played by Nigerian Governments in aggravating the problem, and urges the Governments to desist from unnecessary and frequent postings of chief executives. Finally, the article emphasises that there will always be continuous interaction between the specialists and the generalists and a few suggestions are offered as to how tensions between both sides can be minimised.—*Reproduced.*

GOVERNMENT CORPORATIONS

LANGFORD, JOHN W. The identification and classification of federal public corporations; a preface to regime building. *Canadian Public Administration*, 23(1) Spring 80, p.76-104.

MWAPACHU, JUMA V. The historical development and institutional forms of public enterprises in Tanzania. *Indian Journal of Public Administration*, 26(1) Jan.-Mar. 80, p.147-70.

The article by Mwapachu deals at some length and critically with the historical evolution and institutional forms of public enterprise in Tanzania. His examination of the developing situation throws up a number of issues for consideration by policy makers in his own country. The question of the forms of public enterprise, despite a good deal of experience and literature that are now available, continues to be a theme for discussion from the standpoint of national development and programmatic effectiveness when the government is assuming a more activist role due to a variety of factors. The process of experimentation is not yet over. The author makes his own contribution to this debate.—*Reproduced from editorial.*

REID, TIMOTHY E. and MICHAEL O. ADIBE. The role of performance information in improving the management of public sector programs; a Canadian example. *Annals of Public and Cooperative Economy*, 50(4) Oct-Dec. 79, p. 3-26.

GOVERNMENT ENTERPRISE

DEVELOPMENT of ancillary industries. *Lok Udyog*, 13(12) Mar. 80, p.3-76 (Entire issue).

Contents: HMT's role in fostering ancillaries by B. Ramachandra; Ancillary development in ITI, by C.S.S. Rao; Factors affecting the growth of ancillaries, by H.P. Nanda; Ancillary industry development, by R. Poornam; Development and growth of ancillary industries in central public enterprises, by S.R. Bahadur; Ancillary promotion—how does it work, by V. Hariharan; Morale building in public sector enterprises, by D.P. Upadhyay; career mobility among public sector managers, by Inderjit Sharma; Engineering udyog niryat paksha, by R.B.L. Garga.

EDIRISOORIYA, G. Capacity utilization in ten public sector industries in Sri Lanka. *Journal of Development Administration*, 7(2) No. 77, p.1-14.

FERNANDES, PRAXY J. The accountability of public enterprises. *Human Futures*, 3(1) Spring 80, p.3-18.

Statements by people deeply involved in the public enterprises indicate that the syndrome of autonomy versus accountability remains one of the unsolved riddles of public enterprise management. Control systems are necessary to ensure the stability and growth of organisation. The sharp differentiation between the conditions in which public enterprises work and perform as against those in which private enterprises exist is explained. In case of public enterprises external control is necessary to ensure that the public investments are safe and productive and the objectives are being achieved. This control is conditioned by the pattern of the national economy. The author has pointed out specific areas of responsibility which should be reserved for the exercise of power and authority by the state in its capacity as owner and proprietor of the enterprises. On the whole the effectiveness of control systems is largely a matter of

understanding, of identification of respective roles, of mutual interdependence, and ultimately, of a belief held by all concerned that they are working towards a common purpose. In the postscript the author has dealt with the origins and genesis of public enterprises and the motivations of the Government in establishing them.

LAXMI NARAYAN. Public enterprise in India: an overview. *Annals of Public and Co-operative Economy*, 50(4) Oct.-Dec. 79, p.59-79.

MANAGERIAL personnel policy (Special Number). *Lok Udyog*, 13(10-11) Jan.-Feb. 80, p.3-66.

Contents: Role of public enterprises, by R. Venkataraman; Role of government in selecting top executives in public sector, by R.K. Tikku and R.P. Ramanathan; Managerial personnel policy—some prevailing practices in HMT, by K.R.S. Gowda; The case for job evaluation, by R.C. Narang; Promotion policy of Hardwar Unit of Bharat Electricals Ltd.—an evaluation, by Yoginder Singh Verma and Rajiv Mallick; Indian Oil Corporation Limited (Special feature); Personnel management in public enterprises—some issues, by S. Banerjee; Maintenance management scene in central public sector enterprises, by S.R. Bahadur and R. Sampat; Industrial Finance Corporation of India in the promotion of new entrepreneurial class, by P.N. Misra; Prabandh me shramiko ki sahbhagita: ek prashna aur uttar bhi, by Rita Sharma.

PRABHU, A.N. Tasks before new PESB. *Business Standard*, 3 June 80, p.5.

The Indian public sector which is surrounded by many myths, is caught in a tug of war between 'progressives' and those who advocate *laissez faire*. There is inexcusable delay in appointing chief executives. In the initial years it was a heaven for bureaucrats on deputation, who hardly had any involvement in the work. Later on most of them opted to return to the parent cadre. Public Enterprises Selection Board,

the crucial agency for recruiting top men has become a pawn in the hands of the government of the day. The problem of some units going without top men for months comes up again and again. The author hopes that in the interests of the public sector the situation will improve.

PUBLIC enterprises. (Special issue on public enterprises in Sri Lanka and India). *Journal of Development Administration*, 7(1) May 77, p.1-97.

Contents: Some legal reforms for the performance improvement of the state corporation sector in Sri Lanka, by R.K. de S. Sarath Chandra; Public enterprise: the concept, the rationale and the role, by V.V. Ramanadhan; The public enterprise as a development unit: the Indian experience, by R.K. Sethi; Some aspects of coordination of public enterprises in Sri Lanka, by V.C.B. Unantenne; Public sector enterprise and accountability, by M.D. Amarasinghe.

RAY, SANKAR. Public sector and socio-economic change. *Mainstream*, 18(34) 19 Apr. 80, p.19-21.

The public sector in India is gradually moving up to a commanding position and is strengthening the material prerequisites of socialism. Yet there is no room for complacency. The public sector growth is accompanied by a higher growth of monopoly capital. The bureaucracy is in league with the bourgeoisie in power. Some state sector units are planned thoughtlessly. Their products are mostly inputs in the medium and small industries. The prosperity of the private sector is dependent on the rate of public investment and that is why the World Bank having neo-colonialist aims and ambitions supports the state sector in a limited way.

UMMAT, R.C. Public enterprises in 1978-79. *Eastern Economist*, 74(14) 4 Apr. 80, p.672-5.

Here is an analysis of the 1978-79 survey by the Bureau of Public Enterprises

which indicates an improvement in almost all directions of their operations.

SRIVASTAVA, VINOD. Jobs for locals in state units: storm clouds gather. *Business Standard*, 4 May 80, p.5.

In recent years the issue of reservation of jobs in public sector units to local people has taken a serious turn. Tragic incidents involving violent clashes between locals and the industrial security forces have increased resulting in loss of production. Unrealistic approach by both sides, locals and managements, is complicating the problem. A couple of incidents are narrated to give an idea of the amount of distrust and the communication gap between the two sides. It is suggested that when industrial projects are launched the Government should train local people leading to suitable jobs for them in those projects.

GOVERNMENT REGULATION OF BUSINESS

ADENIJI, KOLA. Governmental regulations of business in Nigeria: a case study of regulatory administration in a mixed economy. *Quarterly Journal of Administration*, 12(4) July 78, p.409-29.

GOVERNMENTAL RESEARCH

GANNICOTT, K. (Royal Military College, Australia). The management and administration of government research and development. *Australian Journal of Public Administration*, 38(4) Dec. 79, p.361-8.

Governments pay a great deal of money for research and development because it is essential for the achievement of government's many objectives. The purpose of this article is to propose specific means to manage this activity in Australia. Decisions on applied research needs are for the most part left in the hands of the researchers themselves. This *de facto* autonomy is unsatisfactory. A mechanism is necessary to ensure that researchers do what is required for the attainment of departmental

objectives. At present there is no such mechanism to adopt such customer/contractor principle which can have a profound effect. Joint government industry research committees and marketing boards can serve as a possible model for the introduction of customer/contractor principle.

HANDICAPPED

DUBEY, P.C. Society—its attitude and role in rehabilitation of physically handicapped. *Survey*, 18(1-4) Jan.-Dec. 78, p.14-18.

HARIJANS

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HOURS OF LABOUR

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RUBIN, RICHARD S. Flexitime: its implementation in the public sector. *Public Administration Review*, 39(3) May-June 79, p.277-82.

HOUSING

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KRISHNAMACHAR, S.M. Mobilization of finances for rural housing. *Yojana*, 24(5) 16 Mar. 80, p.11-14, 29.

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INDIA—FOREIGN RELATIONS

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INDIA—POLITICS

SELBOURNE, DAVID. State and ideology in India. *Monthly Review*, 31(7) Dec. 79, p.25-37.

INDUSTRY—SOCIAL ASPECTS

JOSHI, NAVIN CHANDRA. Corporate management and social responsibility. *Eastern Economist*, 74(21) 23 May 80, p.1047-8.

INDUSTRY, RURAL

KOHLI, C.L. and RASHPAL MALHOTRA. Impact of plastics on rural economy. *Mainstream*, 18(38) 17 May 80, p.28-30; 18(39) 24 May 80, p.23-7, 34.

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INFLATION

VENU, S. Indexation for inflation: the lessons of experience. *Economic Times*, 10 May 80, p.5.

INFORMATION SYSTEMS, MANAGEMENT

CARTER, JOHN C. and FRED N. SILVERMAN. Establishing a MIS. *Journal of Systems Management*, 31(1) Jan. 80, p. 15-21.

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INITIATIVE AND REFERENDUM

KURVE, MAVIN. Referendum in Nepal: process of democratisation. *Times of India*, 22 Apr. 80, p.6.

MISHRA, INDRA DEO. Nepal referendum: an opinion sample among workers. *Mainstream*, 18(35) 26 Apr. 80, p.27-30.

INSTITUTION BUILDING

DUBHASHI, P.R. (Ministry of Agriculture, New Delhi). Organisation building. *Indian Journal of Public Administration*, 26(1) Jan.-Mar. 80, p.50-61.

Dubhashi recounts in his article 'Organisation Building' his personal involvement in the setting up of two organisations, both challenging and, at the same time, thrilling to him as creative work experience. He helped in the setting up of the Vaikunth Mehta National Institute of Cooperative Management and this he did against heavy odds. His work involved not only the cho-

osing of a proper site for the Institute, recruitment of the faculty and ancillary staff and devising an appropriate curriculum but also head the Institute as its director, and guide its working in the difficult initial period.

The second experience that Dubhashi describes is the setting up of the Malaprabha and Ghataprabha command area project in Karnataka. Here also, he had to build the organisation, work out the details of its staff structure, functions, etc., and be its administrator.

The author tries to analyse the operational implications of organisation building in the light of his experience. Dubhashi philosophically relates how both the organisations that he helped in creating faced several problems and, in certain respects, fell apart after he left them.—*Reproduced from the editorial.*

INSURANCE, SOCIAL

KEYFITZ, NATHAN. Why social security is in trouble, *Public Interest*, (58) Winter 80, p.1C2-19.

INTELLECT

GONZALEZ, GILBERT. The historical development of the concept of intelligence. *Review of Radical Political Economics*, 11(2) Summer 79, p.44-54.

INTERNATIONAL BUSINESS ENTERPRISES

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KATRAK, HOMI. Multinational monopolies and commercial policy: a qualification and a reply. *Oxford Economic Papers*, 31(3) Nov. 79, p.508-11.

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world. *Political Science Review*, 18(4), Oct.-Dec. 79, p.1-10.

MEHTA, BALRAJ. Role for multinationals. *Indian Express*, 4 Apr. 80, p.6.

RAMESH, G.S. West European multinational corporations in developing countries. *India Quarterly*, 35(4) Oct.-Dec. 79, p. 466-75.

SNOW, ROBERT T. Multinational corporations in Asia: the labour-intensive factory. *Bulletin Concerned Asian Scholars*, 11(4) Oct.-Dec. 79, p.26-9.

WOHLMUTH, KARL. Transnational corporations and the new international economic order. *Economics*, 20, 79, p.66-79.

INTERNSHIP

MINI-SYMPOSIUM on Internships in public administration. *Public Administration Review*, 39(3) May-June 79, p.231-47.

Contents: Internships in public administration, by Nicholas Henry; The presidential management intern program: a new approach to selecting and developing America's future public managers by Alan K. Campbell and Lynn D. Strakosch; State government internships, by Arthur L. Finkle and Warren M. Barclay; The phoenix management intern program, by Marvin A. Andrews and Julie Burch; Perceptions of satisfaction dissatisfaction in the internship experience, by Jerry L. McCaffery; Are internships worthwhile? by Nicholas Henry.

INTER-STATE RELATIONS

NOORANI, A.G. Need for an inter-state council. *Indian Express*, 30 May 80, p.6.

INVESTMENTS

SHOME, PARTHASARATHI and KATRINE A. SAITO. Investments of social security funds in India and Sri Lanka:

legislation and experience. *Indian Journal of Economics*, 60(3) Jan. 80, p.349-60.

IRRIGATION

JAYARAMAN, T.K. Rotational water distribution: a case study of Mahi-Kadana project. *Yojana*, 24(3) 16 Feb. 80, p.23-5.

JAYARAMAN, T.K. Water management to help small farms. *Kurukshetra*, 28(13) 1 Apr. 80, p.4-11.

RASHID, NAJMA HARUNUR. Crash irrigation scheme in Bangladesh. *Capital*, 184(4607) 12 May 80, p.7.

SAWANT, S.D. Water requirements for agricultural use in Maharashtra in 2000 A.D. *Indian Journal of Agricultural Economics*, 35(1) Jan.-Mar. 80, p.91-105.

SINGH, G.N. ANANT RAM VERMA and S.D. SINGH SANGAR. Tubewell irrigation: economic appraisal in a UP district. *Economic Times*, 11 June 80, p.5.

SWAMINATHAN, M.S. Efficiency in irrigation water use. *Yojana*, 24(10) 1 June 80, p.6-7.

JOB ANALYSIS

CORNELIUS, EDWIN T., III, THEODORE J. CARRON and MARIANNE N. COLLINS. Job analysis models and Job classification. *Personnel Psychology*, 32(4) Winter 79, p.693-708.

REDDIN, W.J. Effective management job descriptions. *Journal of Development Administration*, 5(2) Nov. 75, p.15-36.

JOB SATISFACTION

NARAYANA, G. and P.H. Reddy. Organisational problems and levels of job satisfaction of PHC personnel. *Indian Journal of Social Work*, 41(1) Apr. 80, p.11-20.

SHARMA, BALDEV R. Determinants of job satisfaction among industrial workers. *Vikalpa*, 5(1) Jan. 80, p.13-25.

JUDGES

DUBOIS, PHILIP L. Voter turnout in state judicial elections: an analysis of the tail on the electoral kite. *Journal of Politics*, 41(3) Aug. 79, p.865-87.

SAHAY, S. Letter from a judge. *Statesman*. 3 Apr. 80, p.6.

JUSTICE, ADMINISTRATION OF

KHANNA, H.R. The judicial system in the dock. *Hindustan Times*, 26 Apr. 80, p.7; 29 Apr. 80, p.7.

The delay in disposal of cases and huge backlog of arrears are often ascribed to the judicial system which is taken as alien and imposed by colonial rulers. In fact the system functioned satisfactorily till 1947. The purpose of this article is to examine the validity of the system's criticism, appraise its cogency and find out how far it is well-founded. It is not correct to say the system is a foreign transplant and is based on alien concepts unintelligible to our people. The causes responsible for long delay in the disposal of cases are explained. The author opines that by and large, it is not the system which has failed, and the causes of failure lie at other levels.

RANGA RAO, S.P. Justice at the door step: a case for nyaya panchayats. *Rural Development Digest*, 3(1) Jan. 80, p.47-56.

Administration of justice through laymen is found in England, U.S.A., U.S.S.R., and other East European countries, in one form or the other. In India Nyaya Panchayats, which received a temporary setback during the times of the British, has been in existence since the Vedic times. The system has met with varying degree of success in different states. It is functioning very satisfactorily in Uttar Pradesh, the largest state in India. The advantages and disadvantages of the system and issues relating to the constitution and working of Nyaya Panchayats are examined in this paper.

LABOUR, BONDED

ALEXANDER, K.C. (National Institute of Community Development, Hyderabad). Bonded labour system: government measures for its abolition. *Man in India*, 59(2) Apr.-June 79, p.153-70.

Bonded labour exists in different parts of the country under different titles as "pledged" labour for any repayable loans. Though it had certain benevolent aspects, the process of social change had eroded these, leaving bare the exploitative ones. Even though forced labour is prohibited under the constitution of India and different legislative measures had been taken by State Government for its liquidation, the practice continued. The Central Ordinance banned bonded labour through the Bonded Labour System (Abolition) Ordinance of 1975. But it is doubtful whether a legislative attempt alone can bring about a change in this institution without a change in the social structural elements which sustained it.—*Reproduced*.

CHATURVEDI, T.N., R.K. TIWARI and B.M. VERMA. Rehabilitation scheme for bonded labour. *Kurukshetra*, 28(14) 16 Apr. 80, p. 4-11.

SAXENA, NITIN and PRAVEEN SAHNI. Labour in chains. *Hindustan Times*, 4 Apr. 80, p.11.

LAND TENURE

ATTWOOD, D.W. Why some of the poor get richer: economic change and mobility in rural Western India (with comments). *Current Anthropology*, 20(3) Sept. 79. p.495-516.

CUSTERS, PETERS. Mass mobilisation and land reforms: cornerstones of EPLF's success. *Economic and Political Weekly* 15(17) 26 Apr. 80, p.770-2.

GEORGE, P.T. Land reforms in India. *Kurukshetra*, 28(17) 1 June 80, p.19-29.

HERRING, RONALD J. Zulfikar Ali Bhutto and 'eradication of feudalism in Pakistan'. *Economic and Political Weekly*, 15(12) 22 Mar. 80, p.599-614.

JOSHI, P.C. Peasants and struggle for a new society. *Mainstream*, 18(35) 26 Apr. 80, p.9-12, 33.

PATOLE, E.S. A study on raw deal for farm labourers. *Kurukshetra*, 28(15) 1 May 80, p.11-15.

WEERAWARDENA, L.K. Some aspects of recent land policy in Sri Lanka. *Journal of Development Administration*, 6(1) May 76, p. 47-57.

LAND USE, URBAN

CHANDRASEKHARA, C.S. State control over urban land and social objectives. *SPA*, 1(2) Apr.-June 79, p. 77-84.

MUKHOPADHYAY, DEBI RRASAD. Implementation problem of the Urban Land Act, 1976. *Calcutta Municipal Gazette*, 98(2) 5 Apr. 80, p.1525-9.

LAW ENFORCEMENT

DEAR, G.J. Law and order—the way ahead. *Police Journal*, 53(1) Jan-Mar. 80, p.62-71.

ZANDER, MICHAEL. What is the evidence on law and order. *New Society*, 50(897) 13 Dec. 80, p.591-4.

LEADERSHIP

EL-NAMAKI, M. Leadership determinants and leadership styles in Tanzanian state enterprises. *Quarterly Journal of Administration*, 13(2) Jan. 79, p.159-65.

FRANK, PETER. Leadership in soviet type political systems. *Government and Opposition*, 15(1) Winter 80, p.92-100.

LEGISLATIVE COMMITTEES

BASEHART, HUBERT HARRY. The

effect of membership stability on continuity and experience in U.S. state legislative committees. *Legislative Studies Quarterly*, 5(1) Feb. 80, p.55-68.

CASSTEVENS, THOMAS W. (Oakland Univ., Rkhester, Michigan). A queueing theory model for the committee on Government Assurances on the Lok Sabha. *Indian Journal of Political Studies*, 3(2) and 4(1) Jan. 80, p.213-21.

The Committee on Government Assurances established in 1953 is a novel mechanism for exercising legislative oversight of the executive without assaulting the foundations of Cabinet Government. It monitors the assurances, commitments, and promises made on the floor of the house by ministers. The monitoring process consists of inputs, servicing, and outputs. The inputs are assurances given; servicing is the administrative processing; and outputs are implemented assurances. In this study for this monitoring process a model drawn from mathematical theory of queues is proposed. It is based on empirical data drawn from the book "The Indian parliament: innovations, reforms and development" written by R.B. Jain.

DORAISWAMY, P.K. Subject committees or consultative bodies: which is preferable. *Hindu*, 21 Apr. 80, p.7.

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LEGISLATIVE PROCEDURE

NOORANI, A.G. Parliament: a disturbing ruling. *Economic and Political Weekly*, 15(14) 5 Apr. 80, p.658-9.

This article deals with the Rajya Sabha

Chairman's recent ruling disallowing a resolution seeking disapproval of the President's proclamations dissolving nine State Assemblies on the ground that the issue was *sub judice*. The *sub judice* rule is examined and argued that such a ruling will lead to the absurd of MPs enjoying less freedom of speech than the citizens. The *sub judice* rule is a self-imposed restriction and must yield to the primary right of freedom of speech.

LEGISLATIVE VOTING

THOMPSON, FRED. American legislative decision making and the size principle. *American Political Science Review*, 73(4) Dec, 79, p.1100-8.

LEGISLATORS

ADAMS, WILLIAM C. and PAUL H. FERBER. Measuring legislator-constituency congruence: liquor legislators and linkage. *Journal of Politics*, 42(1) Feb. 80, p.202-8.

ALPERT, EUGENE J. A reconceptualization of representational role theory. *Legislative Studies Quarterly*, 4(4) Nov. 79, p.587-603.

CAIN, BRUCE E., JOHN A. FERER-JOHN, and MORRIS P. FIORINA. The house is not a home: British MPs in their constituencies. *Legislative Studies Quarterly*, 4(4) Nov. 79, p.501-23.

CONVERSE, PHILIP E. and ROY PIERCE. Representative roles and legislative behavior in France. *Legislative Studies Quarterly*, 4(4) Nov. 79, p.525-62.

ENGSTROM, RICHARD L. and PATRICK F. O'CONNOR. Lawyer-legislators and support for state legislative reform. *Journal of Politics*, 42(1) Feb. 80, p. 267-76.

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STONE, WALTER J. Measuring constituency—representative linkages problems and prospects. *Legislative Studies Quarterly*, 4(4) Nov. 79, p.623-39.

USLANER, ERIC M. and RONALD E. WEBER. U.S. state legislators' opinions and perceptions of constituency attitudes. *Legislative Studies Quarterly*, 4(4) Nov. 79, p.563-85.

WEISSBERG, ROBERT. Assessing legislators—constituency policy agreement. *Legislative Studies Quarterly*, 4(4) Nov. 79, p.605-22.

LEGISLATURES

ATKINSON, MICHAEL M. Comparing legislatures: the policy role of backbenchers in Ontario and Nova Scotia. *Political Science*, 13(1) Mar. 80, p.55-74.

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KALAYCIOGLU, ERSIN. Why legislatures persist in developing countries: the case of Turkey. *Legislative Studies Quarterly*, 5(1) Feb. 80, p.123-40.

SURI, SURINDAR. Representative parliament. *Hindustan Times*, 10 May 80, p. 7.

LOCAL GOVERNMENT

BURDESS, NEIL and MALCOLM COOPER. Community councils in Scotland: some lessons for New South Wales local government. *Australian Journal of Public Administration*, 38(4) Dec. 79, p.391-7.

CHANDRASEKHARA, C.S. and J.S. SAWHNEY, A unified set-up for local-self government in India. *Urban and Rural Planning Thought*, 20(3) July-Sept. 77, p.78-88.

GREEN, D.G. Inside local government—a study of a ruling labour group. *Local Government Studies*, 6(1) Jan.-Feb. 80, p.33-49.

JONES, GEORGE. The future looks bleak for local government. *Municipal Review*, 50(600) Feb. 80, p.232-4.

LAWLESS, PAUL. New approaches to local authority economic intervention. *Local Government Studies*, 6(1) Jan.-Feb. 80, p.17-31.

LEITAN, G.R.T. Local government and development in Sri Lanka. *Journal of Development Administration*, 7(2) Nov. 77, p.15-22.

NORTON, ALAN. Relations between the European Community and British local government—report on a seminar. *Local Government Studies*, 6(1) Jan.-Feb. 80, p.5-15.

OLSEN, JOHN B. Applying business management skills to local governmental operations. *Public Administration Review*, 39(3) May-June 79, p.282-9.

OREWA, G.O. (Ministry of Local Government, Nigeria). The role of traditional rulers in administration. *Quarterly Journal of Administration*, 17(2) Jan, 78, p. 151-65.

This paper describes the central position which the traditional authorities occupied in administration under the system of Indirect Rule. They ceded their functions in local government to largely elected councillors in the Southern States under the Local Government legislations of 1950-55, but the Chiefs in the North continued to exercise influence in Local Government until the 1976 Reforms. The paper suggests the roles which traditional authorities can play in administration including leadership in local development, tax collection, maintenance of law and order and public enlightenment, provided Federal and State Governments make adequate financial provisions for their maintenance.—*Reproduced.*

LOCAL TRANSPORTATION

GOURI SHANKAR and A.K. BHADURI. Planning for metropolitan transport. *Journal of Transport Management*. 3(9) Apr. 80, p.17-21.

MANAGEMENT

CUNNINGHAM, J. BARTON. The management system: its functions and processes. *Management Science*, 25(7) July 79, p.657-70.

HUNT, JOHN W. and ROGER COLLINS. Urwick on the pioneers of management. *Australian Journal of Public Administration*, 38(4) Dec. 79, p.377-82.

MANPOWER

KIRBY, E. STUART. Perspectives of manpower planning. *ITCC Review*, 8(4) Oct. 79, p.38-47.

PHILIP, J. Human resource development in India: experiments and experiences. *Indian Journal of Training and Development*, 10(1) Jan.-Mar. 80, p.1-7.

MASS MEDIA

CHOWLA, N.L. Role of the media in a changing society. *Times of India*, 10 Apr. 80, p.6.

MAYORS

MURPHY, RUSSELL D. Whither the mayors? A note on mayoral careers. *Journal of politics*, 42(1) Feb. 80, p.277-90.

WIKSTROM, NELSON. The mayor as a policy leader in the Council-Manager form of government: a view from the field. *Public Administration Review*. 39(3) May-June 79, p.270-6.

MERIT SYSTEM

JASPER, HERBERT N. The merit system:

she ain't what she used to be. *Bureaucrat*, 8(4) Winter 79-80, p.25-33.

MIGRATORY LABOUR

OBERAI, A.S. and H.K. MANMOHAN SINGH. Migration flows in Punjab's green revolution belt. *Economic and Political Weekly*, 15(13) 29 March 80, p.A-2—A-12.

SHAH, C.H. and P.V. PATEL. Rural migration: its implications—an experience of Gujarat (India). *Indian Journal of Regional Science*, 9(2) 79, p.1-9.

MOHAMEDANS IN INDIA

AHMAD, IMTIAZ. Muslims and scheduled castes. *New Quest*, (19) Jan.-Feb.80, p.9-13.

MONEY

GANDHI, RAJMOHAN. Black money and the politician. *Indian Express*, 29 Apr. 80, p.6.

MONOPOLIES

CHAUDHURI, ASIM. Conglomerate big business groups in India: some traits of tycoon capitalism. *Social Scientist*, 8(7) Feb. 80, p.38-51.

KABRA, KAMAL NAYAN. Monopolies and development: ceiling on share-holders. *Mainstream*, 18(32) 5 Apr. 80, p.27-9.

MOTIVATION

WHITE, WILLIAM L. and JAMES W. BECKER. Increasing the motivational impact of employees benefits. *Personnel*. 57(1) Jan.-Feb. 80, p.32-7.

MOTOR TRANSPORTATION

BIDHI CHAND. Form of organisation in nationalised road passenger transport in India. *P.U. Management Review*, 2(1-2) Jan.-Dec. 79, p.25-41.

SUBRAMANIAM, S. and MAHESH CHAND (Indian Institute of Management,

Bangalore). Planning and administration of motor transport in India. *Indian Journal of Public Administration*, 26(1) Jan.-Mar. 80, p.1-20.

Subramaniam and Mahesh Chand discuss the need for a definite policy for road transport and for its proper implementation, taking into account the rapid growth of public transport, both goods and passenger, and the increasing investment that is being made in this sector over the several plan periods. The article analyses the planning, regulation and control of motor transport, plan-wise, and takes into account the recommendations of the various committees set up from time to time to improve the service. Though by the Fifth Plan period, say the writers, the important role of road transport had been established, priorities upto now tended to be on the movement of goods, especially raw materials and finished products, linked with developments in the organised industries and the urbanised sector. It is only in the draft Sixth Plan that these priorities seem to have been revised and the transport policy given a rural orientation. The implication here perhaps is to build up a transportation system for carrying farm surpluses from villages to mandis and rural industrial products to cities and towns.

Side by side with such a definite policy direction, there arises the need for a proper control of road transport; an uncontrolled transport system is not only wasteful of resources but will lead to ruinous competition among transport companies, unstable fares, irregular services, and poor area coverage.

Besides an appropriate road transport policy, is the need to have proper organisations and their efficient management, especially where it comes to cater to the growing passenger transport. We have now a variety of such organisations: government departments, companies under the Indian Companies Act, municipal undertakings, and corporations. Irrespective of the form, Subramaniam and Mahesh Chand

point out that there is considerable scope for improving the standard of performance of these organisations.—*Reproduced from the editorial.*

MUNICIPAL EXPENDITURES

GREENWOOD, ROYSTON. Relations between central and local governments in Sweden: the control of local government expenditure. *Public Administration*, 57 Winter 79, p.457-70.

MUNICIPAL FINANCE

BAHULEYAN, K.S. (All India Institute of Local Self Govt., Bombay). Capital finances of the urban government: a study of Baroda Municipal Corporation. *Quarterly Journal of the Local Self-Government Institute*, 50(3) Jan.-Mar. 80, p.545-56.

This article deals with Capital Finances of a fast-developing city, viz., Baroda Municipal Corporation. The Capital Finances of the Urban Government is the backbone of Urban Development. However, it is almost a neglected field, where no systematic studies have been so far done either at micro or macro level to identify proper sources as well as problems confronting the development finances of the City Government. In this article, therefore, an attempt has been made to analyse and study systematically the Capital Finances of a fast-developing city, viz., Baroda Municipal Corporation, in Gujarat State.

—*Reproduced.*

KAPOOR, R.M. (Sahu Jain Community Affairs Organisation). Resource identification and mobilization for municipal bodies. *Survey*, 18(1-4) Jan.-Dec. 78, p.40-9.

The state governments should evolve conventions under which a number of taxes should be earmarked for the municipal bodies. There are serious problems regarding allocation of functions and resources. Property taxes, the mainstay of local finances, is yet to deliver its full potential because of defective annual rateable valua-

tion system. The built in defects of the system are pointed out, and some reforms are suggested to cure the problem.

RAI CHAUDHURY, J. (Indian Institute of Social Welfare and Business Management, Calcutta). Municipal accounting and auditing. Survey, 18(1-4) Jan.-Dec. 78, p.29-35.

Budget heads and estimates shown under each head are the guidelines for maintaining municipal accounts, and no new heads should be opened unless such heads are initially included in the budget estimates. Audit performs proper examination and scrutiny of municipal accounts. The auditors should take bold steps for advances drawn to meet urgent needs and lie unadjusted for years. The functions of auditing are explained and concluded that an internal audit department with efficient staff can minimise the number of audit objections to a great extent.

TIWARI, V.K. Municipal finances: its causes and cure. Civic Affairs, 27(6) Jan. 80, p.29-34.

VAMADEVAN, D. Local government finance in Sri Lanka. Journal of Development Administration, 5(2) Nov. 75, p.37-49.

MUNICIPAL GOVERNMENT

ANDREWS, JOHN H. Some aspects of the administration of the city of Gold Coast. Australian Journal of Public Administration, 38(4) Dec. 79, p.383-90.

MISRA, M.M. (Univ. of Jammu). Emergence and growth of municipal government and finance in Jammu & Kashmir. Quarterly Journal of the Local Self-Government Institute, 50(3) Jan.-Mar. 80, p.557-73.

The evolution of Local-self Government institutions in Jammu & Kashmir is an interesting history as it illustrates the growing aspirations of the people of this State right from 1886 A.D. upto the pre-

sent days and the efforts made by Government to meet the demands for local self-rule at various levels. Dr. M.M. Misra in this article has developed his theme which will contribute its share in the study of Local democracy in this country. The readers will find the same trends of an urge for self-development in the people of this northern state which have been evident in other parts of the country.—*Reproduced.*

MUKHOPADHYAY, ASOK KUMAR. (Univ. of Calcutta). Local political leadership in the city government of Calcutta. Nagarlok, 12(1) Jan.-Mar. 80, p.98-108.

The socio-economic background of Calcutta city is briefly described. Its first municipal authority was constituted in 1876. The Act of 1923 vested complete municipal authority in the Council, the majority of whose members were elected. The issue of city government and politics is analysed in three phases, 1876-1923, 1923-1948, and 1951-1972. The city government was reorganised under the Calcutta Municipal Act, 1951. The supersession of corporation in 1972 is still continuing. The middle-class local political leadership is not sufficiently entrepreneurial and public-spirited. The councillors and aldermen have more often served as the watch-dogs of the vested interests, and have hardly acted as ambassadors of citizens' grievances. This paper was submitted at the Fifth International Round Table on the Study of Comparative Local Government and Politics, Kalisz (Poland), 28th May-3rd June 1979.

PAINTER, MARTIN. Urban government, urban politics and the fabrication of urban issues: the impossibility of urban policy. Australian Journal of Public Administration, 38(4) Dec. 79, p.335-346.

MUNICIPAL SERVICES

CHRISTENSON, JAMES A. and CAROLYN E. SACHS. The impact of government size and number of administrative

units on the quality of public services. *Administrative Science Quarterly*, 25(1) Mar. 80, p.89-101.

The nature of the relationship of organizational size and structure to organizational performance is a major question in macro-organizational theory. This research tests the hypothesized relationships of various measures of government size and number of administrative units to citizens' perceptions of the quality of common public services for 100 different localities in North Carolina. The method includes the construction of a scale of public services that provides a new mode of investigating and evaluating the quality of a range of services. The findings reveal that size of government is positively related to the perceived quality of public services. No significant relationship is found between the number of administrative units in a locality and citizens' perceived quality of services. However, the number of administrative units per capita is significantly and negatively related to quality of services. The findings suggest the consequences that might occur when policy makers decide to reorganize or alter the size of governmental units in response to public pressure for budgetary restraint. Namely, smaller public labor forces and more administrative units per capita would be likely to lower the public's perception of quality in public services.—*Reproduced*.

SAVAS, E.S. How much do government services cost? *Urban Affairs*, 15(1) Sept. 79, p.23-41.

NEHRU, JAWAHARLAL

BHAMBHRI, C.P. Gopal on Nehru. *Indian Journal of Public Administration*, 26(1) Jan.-Mar. 80, p.177-80.

NUTRITION

FALCON, WALTER P. New priorities to fight hunger. *Indian Express*, 22 Apr. 80, p.6.

MITRA, ASOK. Nutrition, food for work and stumbling blocks. *Mainstream*, 18(34) 19 Apr. 80, p.31-3.

SUKHATME, P.V. Malnutrition in India: economists exaggerate problem. *Times of India*, 15 Apr. 80, p.6.

OFFICIAL SECRETS

ENZENSBERGER, HANS-MAGNUS. A determined effort to explain to a New York audience the secrets of German democracy. *New Left Review*, (118) Nov.-Dec. 79, p.3-14.

MASLEN, A.T.J. Secrecy, public information and local government. *Local Government Studies*, 5(5) Sept.-Oct. 79, p.47-61.

OMBUDSMAN

MAYER, PAUL R. The effect of an ombudsman. *Bureaucrat*, 8(4) Winter 79-80, p.19-24.

The origins of the ombudsman concept go back to 1809 in Sweden. If the term is broadened to mean an impartial government officer who reviews complaints from citizens against administrative decisions, in the United States there are 135 such offices since 1969 which handle citizen complaints. The purpose of this article is to examine as to what extent the existence of an ombudsman is helpful in improving the image of the public service. If the ombudsman is acting on behalf of the bureaucracy the problem remains the same. The author's experience is that majority of public officials are interested in improving the relations between citizens and public agencies.

SCOTT, IAN. (Univ. of Hong Kong). The Ombudsman, the executive and collective rights in underdeveloped countries. *Quarterly Journal of Administration*, 13(2) Jan. 79, p.101-14.

This article contends that in many under developed countries the political executive

has assigned functions to the ombudsman which relate as much to the collective rights and interests of the community as they do to the traditional concern of the ombudsman with the protection of individual rights. Such problems as the investigation of racial tension, bureaucratic corruption, electoral offences and administrative organization have constituted a major part of the duties of the ombudsman in underdeveloped countries. The article considers whether the ombudsman can carry out these roles adequately and still maintain a concern for individual rights.—*Reproduced.*

ORGANIZATION

RANSON, STEWART, BOB HININGS, and ROYSTON GREENWOOD. The structuring of organizational structures. *Administrative Science Quarterly*. 25(1) Mar. 80, p.1-17.

ORGANIZATION AND METHODS

PHILLIPS, A. Does O and M need a different perspective? *Management Services in Government*, 34(4) Nov. 79, p.187-91.

P AKISTAN—ECONOMIC CONDITIONS

BHATIA, B.M. Pak economy in disarray: low savings and growing debts. *Times of India*, 8 May 80, p.6.

PEASANT UPRISINGS

SHARMA, T.R. The Jugga movement. *Political Change*, 2(2) July-Dec. 79, p.37-47.

PENSIONS

HAANES-OLSEN, LEIF. Taxation and pensions *International Social Security Review*, 32(1) 79, p.32-49.

KOLB, R. Pensions and their periodic adjustment. *International Social Security Review*, 32(1) 79, p.66-71.

PERSONNEL

KAMAT, G.S. The state and the co-operatives problems of personnel management. *Annals of Public and Cooperative Economy*, 50(4) Oct.-Dec. 79, p.81-7.

PERSONNEL-SERVICE RATING

SAUSER, WILLIAM I., Jr. Evaluating employee performance: needs, problems and possible solutions. *Public Personnel Management*, 9(1) Jan.-Feb. 80, p.11-18.

PERSONNEL, MUNICIPAL

FINKLE, ARTHUR L. Local personnel standards in the federal grant-in-aid system. *Public Administration Review*, 39(6) Nov.-Dec. 79, p.572-4.

PERSONNEL, PUBLIC—CLASSIFICATION

WINCHELL, TIM E. and JOHN G. DUCLOS. The dilemma of a classifier. *Bureaucrat*, 8(4) Winter 79-80, p.50-2.

The purpose of this article is to identify systems and behavioural variables affecting the federal classification process to help better understand the environment in which classification decisions are made.

PERSONNEL, PUBLIC—DISMISSAL

ARUP, CHRISTOPHER. (La Trobe Univ., Victoria). Suspending Commonwealth employees who engage in industrial action. *Australian Journal of Public Administration*, 38(4) Dec. 79, p.398-404.

The legal rights and obligations of the Commonwealth employer and employee regarding suspension rest fundamentally with the contract of employment, but they are commonly modified and supplemented by legislation and industrial awards. In this note various powers of the Commonwealth employer to suspend employees engaged in industrial action are examined and the need for the Commonwealth

Employees (Employment Provisions) Act, 1977 is considered.

PERSONNEL, PUBLIC—PROMOTION

AL-TERAIFI. AL-AGAB A. Promotion in the Sudanese civil service. *Public Personnel Management*, 9(1) Jan.-Feb. 80, p.19-23.

PERSONNEL, PUBLIC-RECRUITING

KURUVILLA, P.K. Public service recruitment in Canada: some perspectives and problems. *Indian Journal of Public Administration*, 26(1) Jan.-Mar. 80. p.62-90.

Canada has long ago changed its civil service recruitment from patronage and nepotism to the merit system. In pursuance, Canada has set up a non-political recruiting agency and has drawn a system of classification of positions, selection standards, etc. Kuruvilla in his article 'Public Service Recruitment in Canada: Some Perspectives and Problems' examines the implications of the working of the merit system in the Canadian context and draws attention to the several unsolved problems that, that country still faces in this respect.

The Public Service Commission in Canada was set up as early as in 1908 and, besides its several features in common with other countries such as India, it has certain unique points which go to add to the strength and credibility of a non-political selection system. For instance, in Canada the PSC is not only the selection body but also the appointing body. The PSC is left with unlimited authority to have its own selection standard. Canada has adopted a scientific system of classification of jobs and in this the PSC takes help from a computerised personnel inventory system known as the data stream. Besides other advantages of a personnel record, the data stream provides eligible employees with an opportunity to keep on file a standing application for vacant positions. Canada has several methods of appointment at the senior level, all under the PSC responsi-

bility, whether from within or outside the public service. It is another feature of the recruitment system in Canada that, in certain situations, employees have an avenue of appeal to the PSC appeals branch to seek redress against improper or unfair selection practices.

In spite of all these provisions to ensure a fair method of selection, Kuruvilla cites several instances of departure from the merit system, especially where the PSC has been delegating its recruitment and promotion responsibilities to the departments themselves an instance of which is that in 1975 in about 25 per cent of the cases studied by the PSC the departments, under their delegated responsibility, had broken the recruitment rules.

According to Kuruvilla Canada further faces the difficulty of attracting sufficiently qualified personnel at senior levels in certain occupation areas such as economics, law, accounting, engineering, architecture, etc. This is at a time when Canada faces a steadily rising unemployment problem.

Yet another difficulty that Canada has is in making public service employment as attractive as employment in the private sector.

Two other questions that Kuruvilla raises and answers are regarding the under-representation of the French-Canadians and the meagre recruitment of women in the public service. Regarding the latter, it is not only the small number but also their acute under representation in the higher cadre of executive or policy-making category that is worrying Canada. Institutional and procedural innovations are, no doubt, constantly under the Canadian Government's consideration but, as Kuruvilla recalls, there can be no swift or sweeping solutions to complex administrative problems such as recruitment, promotion, representation, etc., in public service.—*Reproduced from the editorial.*

PERSONNEL, PUBLIC— SELECTION

ROSS, JOYCE D. (San Diego State Univ.). Trends in personnel selection: new hope for the future. *Midwest Review of Public Administration*, 13(2) June 79, p.79-87.

The complexity of jobs at supervisory and managerial levels indicates that the simple selection methods are unlikely to have a high degree of validity. In this article the limitations of written test and oral interview are analysed and an attempt is made to evaluate critically current selection procedures and explore new and developing trends in public personnel selection. The trends are not radically new discoveries but rather a rediscovery and redevelopment of already existing methods.

PERSONNEL, PUBLIC-UNIONS

KOVACH, KENNETH A. The F.L.R.A. and federal employee unionism. *Public Personnel Management*, 9(1) Jan.-Feb. 80, p.7-10.

POLICE

CHAKRABARTY, S.K. Social acceptability of the police. *Indian Police Journal*, 26(1) July-Sept. 79, p.3, 8.

The role of police in a particular society is strictly circumscribed by the existing legal structure. The police in our society is guided and controlled by three basic laws, namely, the Penal Code, the Criminal Procedure Code, and the Evidence Act, which are about a century old. A sociological analysis is presented to explain the link between the law and police, an agency which enforces the law. Perhaps, "law and order" means enforcement of law to maintain the social order. At best, police can enforce law in a limited sphere but cannot ensure law abidingness among people which should be better done by voluntary organisations.

COOK, JUDITH. A good guy policeman. *New Society*, 50(895) 29 Nov. 79, p.492-3.

GRANT, DOUGLAS. Policing then and now. *Police Journal*, 53(1) Jan.-Mar. 80, p.55-61.

GUPTA, RANJIT. Police and public order. *Times of India*, 14 Apr. 80, p.6.

The inevitable tensions in our multi-ethnic and multilingual country have to be solved through suitable political and socio-economic measures and even the best police force will not measure up to the resulting law and order situation. An attempt is made in this article to define the most that the people can expect from even a well-trained police force and how the police force can give it. Unlike armed forces, police training is not given its due importance. It is suggested that the forensic science complex should be under the control of an inspector-general who also should be the home (police) secretary.

JACOBS, DAVID. Inequality and police strength: conflict theory and coercive control in metropolitan areas. *American Sociological Review*, 44(6) Dec. 79, p.913-25.

JAIN, R.B. (Punjabi Univ., Patiala). Changing police functions. *Seminar*, 250, June 80, p.38-40.

The police is no longer an institution of legal justice only and has become an instrument of socio-economic and political development. Unfortunately, organisationally and functionally, the Indian police has subscribed to an administrative philosophy of negativism. As a result of interference by politicians police has lost much of its freedom in law enforcement. Moreover there are arbitrary transfers of incumbents to highest posts. The reasons behind police unrest and the recommendations of National Police Commission are briefly pointed out.

KAUL, D.N. Police community relations—scope for improvement. *Man and Development*, 2(1) Mar. 80, p.44-7.

The present big gap in the police-community relations in India is a hangover from the British days. Unfortunately precious little has been done since Independence to reorientate these relations. As all laws are restrictive of individual freedom an antagonism of some sort is in-built in every law-enforcement organisation. A number of measures are suggested to reorientate the police-community relations and to change the police behaviour pattern and role. Mutual understanding, help and co-operation can lead to a new epoch in this relationship.

KETTLE, MARTIN. The police take a political road. *New Society*, 51(908) 28 Feb. 80, p.444-5.

LEESON, G.W. Expected length of service in the Danish State police compared with a representative group of English forces. *Police Journal*, 53(1) Jan.-Mar. 80, p.43-51.

NANDY, RAJ. Humanizing the police: lessons of Delhi lathi charge. *Hindustan Times*, 4 Apr. 80, p.1.

In the light of the recent police lathi-charge in Delhi on blind people's demonstration, the necessity to broaden the social perspective of police is analysed in this article. Some impediments in humanisation of police force are also pointed out.

PARKINSON, GARY C. Cooperation between police and social workers: hidden issues. *Social Work*, 25(1) Jan. 80, p.12-18.

RAMACHANDRA REDDY, K. Police agitation-retrospect and prospect. *Indian Police Journal*, 26(1) July-Sept. 79, p.26-31.

Agitation by police staff is a very unhappy situation. As they are barred from the right to strike the authorities are expected

to look after their welfare. There are many dire needs of the police staff which need immediate attention. Undue political interference in the transfers and promotions of police officers is the greatest demoralising and damaging factor on the discipline and morale. Some measures to overcome this phenomenon are suggested.

RUBIN, F. The policing system of Hungary. *Police Journal*. 53(1) Jan.-Mar. 80, p.20-9.

SAKSENA. N.S. Police and women: norms of conduct. *Times of India*, 11 Apr. 80, p.6.

Offences against women involving their modesty often lead to public agitations against the police. Some examples are given to show that the allegations can be correct, false or exaggerated. Many a time criminal elements use women to carry on their antisocial activities and employ women of easy virtue to make false allegations against honest and upright policemen. Some measures are suggested to deal with the offences against women committed by policemen.

SHARMA, P.D. (Univ. of Rajasthan, Jaipur). Ideas and issues in police administration in India. *Indian Journal of Political Studies*, 3(2) and 4(1) Jan, 80, p.157-77.

An overall appraisal of the Indian police needs a look on the infrastructure of the organisation, comprising the penal canvas, the judicial setting, and the operating norms of Indian politics. This study is in three parts. First part concentrates on the appraisal of some of the organisational and personnel aspects. Second part deals with the dilemmas of the profession, especially in the field, and in the last part an attempt has been made to evaluate the nature of difficulties and suggest remedies to shape the Indian police for tomorrow.

SIMEY, MARGARET. Can the public share the optimism of the police. *Municipal Review*, 50(600) Feb. 80, p.261-2.

TERRILL, RICHARD J. Politics, government, and the eighteenth-century committees of inquiry into the police of metropolitan London. *Police Journal*, 53(2) Apr.-June 80. p.110-23.

POLLUTION

RICHARDSON, J.J. Agency behaviour: the case of pollution control in Sweden. *Public Administration*, 57 Winter 79, p.471-82.

POPULATION

KAMAT, A.R. Quality and control of India's population. *Economic and Political Weekly*, 15(13) 29 Mar. 80, p.635-7.

POPULATION-MIGRATION

BHATT, TUSHAR, Migration in rural Gujarat. *Business Standard*, 7 May 80, p.5; 8 May 80, p.5.

POVERTY

BALAKRISHNA, S. Incidence of rural poverty in recent years. *Behavioural Sciences and Rural Development*, 3(1) Jan. 80, p.10-13.

BALAKRISHNA, S. and PRALAY KUMAR GHOSH. Poverty line re-defined and confirmed. *Behavioural Sciences and Rural Development*, 3(1) Jan. 80, p.1-9.

GEORGE, P.T. Poverty and unemployment in rural India. *Kurukshetra*, 28(13) 1 Apr. 80, p.13-21.

MATZKE, OTTO. A strategy against rural mass poverty? *Aussen Politik*, 31(1) 80, p.16-30.

MEHTA, ASOKA. The changing pressures and the rural poor. *Kurukshetra*, 28(8) 16 Jan. 80, p.4-16.

NYERERE, JULIUS. Poor of third world. *Mainstream*, 18(32) 5 Apr. 80, p.15-18, 22.

RAO, V.K.R.V. A strategy to minimise poverty. *Kurukshetra*, 28(9) 1 Feb. 80, p.12-13, 18.

VASWANI, K.N. The challenge of poverty in India, Gandhi's answer. *Khadi Gramodyog*, 26(7) Apr. 80, p.289-94.

PRESS

SUNDAR RAJAN, K.R. Politicians and the press. *Hindustan Times*, 13 June 80, p.9.

200 YEARS of the Indian press. *Vidura*, 17(1) Feb. 80. p.5-120 (Entire issue).

Contents: Fits of liberalism and repression: 200 years of the Indian press, by M. Chalapathi Rau; The underground press: 1931, 1942, 1975, by Niranjan Haldar; The forgotten hero of the Indian press: J.A. Hicky, by Nadig Krishna Murthy; Serving the elite: advertising and the Indian press, by Subrata Banerjee; Unremitting hostility: press-police relations, by K.F. Rustamji; Government, press and judiciary, by Soli J. Sorabjee; The Indian news agencies: yesterday and tomorrow, by G.G. Mirchandani; Press Council in a democratic society, by A.N. Grover; Promoting press interests: IENS, AINEC, PII, IIMC, editor's guild and others, by Sujatha Modayil; Press photography in India, by T. Kasinath; The press photographer, by T.S. Nagarajan; Unchecked proliferation: growth of journalism education in India, by B.S. Thakur; Journalism education in India: an overview, by Chanchal Sarkar; New printing technology and its relevance to India, by V.N. Chhabra; Technology for development, by Niranjan Chakravathy; Human ingredients on the cheap, by Pratap C. Dutta; The clear prose of action: the press and the literary renaissance in Kerala, by Krishna Chaitanya; The South Indian press: sky is the limit, by Syed Majeed-ul-Hasan; Escalating prices, uncertain supplies: newsprint and the newspaper industry in India, by Vinod Sethi; Congestion, suffocation and

noise: need for expert opinion, by Bharat Dogra.

PRESSURE GROUPS

AJIBOLA, W.A. The British pressure groups and the Nigerian civil war: some background notes. *Quarterly Journal of Administration*, 12(1) Oct. 77, p.67-84.

PROGRAMME BUDGETING

DENNISON, W.F. Management developments in government resource allocation: the example of the rise and fall of PPBS (Planning-Programming-Budgeting System). *Journal of Management Studies*, 16(3) Oct. 79, p.270-82.

THIRULINGANATHAN, T. Programme budget in Sri Lanka: development and prospects. *Journal of Development Administration*, 6(2) Nov. 76, p.1-14.

PROJECT MANAGEMENT

KERZNER, HAROLD. Evaluation techniques in project management. *Journal of Systems Management*, 31(2) Feb. 80, p.10-19.

SHAH, S.M. How important is evaluation. *Kurukshetra*, 28(17) 1 June 80, p.16-18.

VISWASAM, C. (Univ. of Ife). Project management and the ecology of administration in Nigeria. *Quarterly Journal of Administration*, 13(1) Oct. 78, p.3-15.

Project management is of significance because it represents an organisational innovation devised to ensure rapid, effective accomplishment of objectives. But developing countries in their quest for speedy goal achievement are hampered in the adoption of this and other modern techniques by environmental constraints of an economic, socio-psychological and political nature. This paper attempts to develop a strategy whereby the technique of project management might itself be used to overcome some of these constraints, and to argue that

it is more realistic to concentrate the limited resources of training and research institutions now available on a programme like this of manageable proportions.—*Reproduced*.

PROPERTY TAXES

BLAKE, DANIEL R. Property tax incidence: an alternative view. *Land Economics*, 55(4) Nov. 79, p.521-31.

SCHROEDER, LARRY. (Syracuse Univ.). Property tax assessment problems in the United States and India: some contrasts and comparisons. *Nagarloek*, 12(1) Jan.-Mar. 80, p.1-15.

While market value is the base for the property tax in the United States, in India it is the annual rental value. Even then the assessment of these bases involve many similar difficulties. The issues concerning property tax administration are reviewed in the light of efficiency, equity, revenue yield, cost, and certainty. This paper is a compilation of the major issues associated with the tax in both countries with an emphasis on the commonality of the problems faced in each.

PUBLIC ADMINISTRATION

AL-ARAJI, ASIM (Baghdad Univ.). 'More advanced' strategies for 'less advanced countries': a study in administrative development. *Indian Journal of Public Administration*, 26(1) Jan.-Mar. 80, p.138-46.

Asim Al-Araji has chosen for analysis in his paper the much debated problem as to the reasons for the limited effectiveness of the copied strategies in developing countries. His analysis proceeds from certain assumptions and he goes on to arrive at certain conclusions in that light.—*Reproduced from the editorial*.

BHATNAGAR, P.S. Public administration and political development in India: some

reflections. Political Change, 2(2) July-Dec. 79, p.66-80.

The author in this article has dealt with the critical relationship, existing between the two variables of Administrative and Political Development in India. He has juxtaposed the problem from the viewpoints of Integration, Nation-building and Development of the Indian polity. He has pinned his hope on improving upon the present state of affairs by developing a healthy relationship between contemporary politics and Administration.—*Reproduced.*

BLAKE, STEPHEN P. The patrimonial-bureaucratic empire of the Mughals. Journal of Asian Studies. 39(1) Nov. 79, p.77-94.

DONDE, G.R. (All-India Institute of Local Self-Government, Bombay), Administrative management: some problem areas. Quarterly Journal of the Local Self-Government Institute, 50(3) Jan.-Mar. 80, p.574-87.

Administration—whether public, organizational, commercial or industrial—is developing into an expertise of its own, with, sophisticated systems, psychological analysis, etc. The role of the Administrator is therefore becoming more and more responsible, difficult and complex. Much has been written in the field of Business Administration than in the field of Government, Semi-Government or similar organizations, Administrations, yet there is relatively abundant literature on these subjects as well. Shri G.R. Donde in this study, has made an attempt to cull together the salient features of 'Administration'—exclusively public administration—to cover some prominent problem areas of the Administrator. For the basis of this analysis, a parallel has been drawn freely but consistent with the picture of the administrative field of business management. Because there are a number of common problems/performance areas in both the business management area and governance of public institutions/organizations; and principles of administration are equally

adaptable in both the areas. Apart from this, use has also been made of the principles exhorted in the former field, where adaptation of these principles is permissible, suitable, applicable, and/or desirable in the latter field, without the fear of contradiction as to the feasibility and adaptability in the process.—*Reproduced.*

HAIDER, DONALD. Presidential management initiatives: a Ford legacy to executive management improvement. Public Administration Review, 39(3) May-June 79, p.248-59.

KANDA, MOHAN. (Andhra Pradesh Fisheries Corporation, Hyderabad). Modern management instruments for use in public administration. Indian Journal of Public Administration, 26(1) Jan.-Mar. 80, p.126-37.

There is the frequent need for giving a 'modernised' look to administration. The basic problem is the introduction of tools and techniques without their becoming a part of the system. This leads to waste of resources and even loss of credibility in respect of techniques which ought to lead to greater administrative effectiveness. Mohan Kanda in his article attempts to highlight the importance of adopting scientific techniques for the collecting of information as the base for decision-making and the developing of evaluation systems to monitor performance and accomplishment of objectives. His attempt to analyse the problem in certain administrative situations in the State of Andhra Pradesh unfolds new vistas. He very rightly remarks that modernisation of administration can be more realistically done through the training of people within the administration rather than by entrusting it to outsider computer specialists.—*Reproduced from the editorial.*

OLA, R.O.F. and O. ABORISADE. Developments in Nigerian administration, May 1977 to April 1978. Quarterly Journal of Administration, 13(2) Jan. 79, p.147-58.

OSUNTOKUN, JIDE. Anglo-French administration of the mandated territory of the Cameroons 1923-1939: a study in comparative administration. *Quarterly Journal of Administration*, 12(3) Apr. 78, p.257-70.

PURANIK, S.N. (Tuljaram Chaturchand College, Baramati). Political change and public administration in India. *Political Change*, 2(2) July-Dec. 79, p.1-24.

In this article, the author discusses the changing nature and functions of public administration in India especially within the systemic context of increasingly dominant phenomenon of democratic politics operating at national, state and local levels. He has graphically highlighted the transforming effects of intermittent elections, competitive power struggles among politicians and linkage politics on the age-old administrative principles, structures, processes, norms and values. He is somehow, in search of 'debureaucratization' of Indian Public Administration.—*Reproduced*.

SAPRU, RADHAKRISHNAN. (Panjab Univ., Chandigarh). Comparative administration: retrospect and prospect. *Indian Journal of Political Science*, 40(3) Sept. 79, p.466-77.

The main objective of the study of comparative public administration is to analyse propositions about administration of different nations and to build a theory in public administration for development. It studies the public interests, organisational change, administrative structure, values, ethics, and morality. Various theoretical models to compare administrative systems are briefly discussed in this paper.

STEEL, DAVID R. and JEFFREY STANYER. (Exeter Univ.). Administrative developments in 1977 and 1978: a survey. *Public Administration*, 57 Winter 79, p.407-56.

This article is in two parts. The first

part relating to central government is written by D.R. Steel and the second one relating to Local government by J. Stanyer. The issues surveyed in first part are—government, central departments, administrative agencies, public enterprise, civil service, administrative control, and advisory bodies. The issues surveyed in second part are—structure of local government, central local relations, local democracy, local government service, and internal organisation.

PUBLIC BUILDINGS

KOUZMIN, ALEX. Building the new parliament house: an opera house revisited? *Human Futures*, 3(1) Spring 80, p.51-74.

PUBLIC DISTRIBUTION SYSTEM

BEZBARUAH, R.N. Public distribution scheme launched in Assam. *Yojana*, 24(3) 16 Feb. 80, p.11.

PADMANABHAN, B.S. Case for permanent public distribution system. *Hindu*. 7 Apr. 80, p.7.

PUBLIC GOODS

SNIDAL, DUNCAN. Public goods, property rights, and political organizations. *International Studies Quarterly*, 23(4) Dec. 79, p.532-66.

PUBLIC LANDS

HENDRICKS, ROBERT H. and J.C. HEADLEY. Financing local government: the impact of public land ownership. *Land Economics*, 55(4) Nov. 79, p.499-509.

PUBLIC POLICY

ADENIRAN, TUNDE (United Nations Institute for Training and Research). Public policy-making in federal systems: a framework for analysis. *Quarterly Journal of Administration*, 17(2) Jan. 78, p.115-26.

The analysis of the federal administra-

tions, based on certain legalistic or constitutional definitions of federations and federalism, does not carry us far enough in understanding public policy-making in federal systems. This paper is a torch for further research. It attempts to review the unwritten but decisive canons of federalism, and to establish a framework for analyzing public policy-making in federal systems. Focus is on THE FEDERAL SYSTEM, its policy-making constants and variables, and how to understand its processes in order that the results of inquiries into it, either in part or in whole, may be valid and useful.—*Reproduced.*

ELEAZU, U.O. (N.P.D.C.) The role of the N.P.D.C. in the policy-making process. *Quarterly Journal of Administration*, 17(2) Jan. 78, p.141-50.

The Supreme Military Council, last year set up a National Policy Development Centre to assist it in reappraising existing policies and evolving new policy dimensions. What is the role of this Centre in the policy-making process? This paper discusses the policy process as well as the constraints of the military regime and the context in which the Centre has to work. Much of what the Centre does now is evaluation and institutional research. The paper ends with a description of the organisational set-up of the Centre.—*Reproduced.*

OWUSU-ANSAH, K.A. Public policy-making and the Ghana civil service. *Greenhill Journal of Administration*, 4(3-4) Oct. 77-Mar. 78, p.1-12.

TARSCHYS, DANIEL. Public policy innovation in a zero-growth economy: a Scandinavian perspective. *International Social Science Journal*, 21(4) 79, p.696-707.

PUBLIC RELATIONS

NARASIMHA REDDI, C.V. Public relations in Australia. *Vidura*, 17(2) Apr. 80, p.139-43.

PUBLIC UTILITIES

FRANKLAND, E. GENE, GEORGE HAYDUK and MICHAEL CORBETT. Public attitudes towards community service needs and government in Indiana. *Midwest Review of Public Administration*, 13(2) June 79, p.119-31.

MISRA, GIRISH K. Public utilities in urban Delhi. *ICSSR Research Abstracts Quarterly*, 7(3) July-Sept. 78, p.13-31.

PUBLIC UTILITIES COMMISSIONS

PELSOCI, THOMAS M. The energy crisis and the new breed of regulators: a study of state public utility commissions. *Midwest Review of Public Administration*, 13(1) Mar. 79, p.51-61.

PUBLIC WELFARE

SCHON, DONALD A. Public service organizations and the capacity for public learning. *International Social Science Journal*, 21(4) 79, p.682-95.

RAILWAYS

KHOSLA, G.S. Railway plan: meeting needs of the economy. *Statesman*, 11 June 80, p.6.

REGIONAL PLANNING

ASTHANA, P. and SURENDRA K. GUPTA. Backward areas: policy lessons for industrial development. *Economic Times*, 20 May 80, p.5.

CRUZ, JOSE J. A social allocation/accessibility model for regional planning. *ITCC Review*, 8(4) Oct. 79, p.27-37.

JOSHI, P.C. Planners' perspectives and people's perceptions. *Mainstream*, 18(37) 10 May 80, p.7-10.

This article was prepared for the seminar "Development of Backward with special reference to hill areas" organised by

the Giri Institute of Development Studies and the Govt. of Uttar Pradesh at Nainital, April 21-24, 1980.

RESERVOIRS

PATEL, C.C. Storage reservoirs in India. Bhagirath, 27(1) Jan.-Mar. 80, p.3-9.

RETIREMENT

DE VRIES, MANFRED K.R. Is there life after retirement? California Management Review, 22(4) Fall 79, p.69-76.

RAO, A.K. Why employees oppose retirement? Administrative Management, July-Sept. 79, p.9-10, 13.

RIX, SARA E. Rethinking retirement age policy in the United States and Canada. Personnel Journal, 58(11) Nov. 79, p.780-8.

TRACY, MARTIN B. Trends in retirement. International Social Security Review. 32(2) 79, p.131-59.

RURAL DEVELOPMENT

ADYA, J.C. and J.P. LAHOTI. Ensuring genuine rural development. Kurukshetra, 28(15) 1 May 80, p.4-10.

Though the development programmes have benefited the rural poor, the incremental incomes have gone to the richer ones. Various development strategies adopted from time to time since the First Five Year Plan are mentioned. The special features which any rural development programme should take into consideration are pointed out. It should also take into account the forward and backward linkages between the rural and the urban areas. Participation of rural people in development process should be sought *en masse* and not through their representatives only. Various factors which any development plan should take into account are listed in the end.

ANDREOU, PARIS and AHMED GHAI. The 'Comilla Model' and rural

development in Bangladesh. Journal of Administration Overseas, 18(4) Oct.79, p.269-75.

In 1963 Bangladesh Academy for Rural Development in Comilla evolved an experimental model for rural development. A replication of this model under the newly created Integrated Rural Development Programme was initiated in 1973. Various aspects of this Programme's Working procedure are explained in this paper. The aspects are institutional infrastructure, supervised credit system, training and extension, capital formation, etc. In addition a number of special projects are undertaken for activities in diverse fields. This Comilla model not only led to accumulation of capital, an increase in agricultural productivity and the widespread adoption of new agricultural innovations, but also to a substantial social psychological transformation among the villagers.

ARMOR, TOM, GEORGE HONADLE, CRAIG OLSON and PETER WEISEL. Organizing and supporting integrated rural development projects: a twofold approach to administrative development. Journal of Administration Overseas, 18(4) Oct. 79, p.276-86.

This article argues that problems in rural development project management must be approached from two analytic viewpoints. The first may be called the development administration or organisational, point of view. The second may be called the organization development or applied behavioural point of view. Both approaches are valid and necessary and their integration into project analysis can lead to improved implementation. However, neither approach can be used in contextual vacuum. This article examines the context of integrated rural development, presents the advantages of each of these approaches and offers a synthesis of the two as a practical strategy for improving development.

ARUNAJATESAN, S. Towards rural

transformation: alternatives to farming. Capital, 184(4605) 28 Apr. 80, p.2-3.

CHARYULU, U.V.N. (NIRD, Hyderabad). Implementation of the whole village development programme in Tamil Nadu: a preliminary appreciation. Behavioural Sciences and Rural Development, 3(1) Jan. 80, p.14-39.

The paper which is based on field work analyses the implementation of the whole Village Development Programme as a pilot project in a cluster of villages in Tamil Nadu. The author assesses the mode of implementation of the different components of the programme and examines as to whether the benefits have reached the target groups.—*Author*.

CHARYULU, U.V.N. and V.K. NATA-RAJAN (NIRD, Hyderabad). Voluntary organisation and rural development. Rural Development Digest, 3(2) Apr. 80. p.61-114.

The significant contribution made by voluntary organisations is little known to the planners, administrators and even to other voluntary organisations. The paper which is based on field work analysis analyses the working of a voluntary organisation for Agricultural Labour in Cuddapah district of Andhra Pradesh. The authors have analysed the organisational structure, resources, programmes formulated and difficulties encountered in the implementation. The paper also has analysed, the views and suggestions of the members and leaders on the organisation's working. The empirical study concludes with suggestions for organisational effectiveness.—*Authors*.

COYER, BRIAN W. (Oakland Univ., Rochester, Michigan). The distribution of rural public policy goods in Rajasthan: an institutional analysis. Indian Journal of Political Studies, 3(2) and 4(1) Jan. 80, p. 265-81.

This paper attempts to explain the distributions of rural development funding

through panchayati raj organisations and rural electrification by the Rajasthan State Electricity Board during 1961-1971. Only two explanatory variables are included. An effort is made to associate one institutional variable, socio-economic dominance, and one economic environmental variable, per cent of land irrigated, with the distributions of rural public policy goods. The study explores the extent to which economic and institutional criteria jointly or singly explain the distributions of qualitative different policy resources to Rajasthan's rural localities. The analysis indicates that high socio-economic dominance constituencies receive rural development funds at a higher rate than do low socio-economic dominance constituencies.

DAS, B.C. (Indian Statistical Institute, Calcutta). Micro-level basis and composite model approach in rural development is envisaged for Indian scene. Man and Development, 2(1) Mar. 80, p.121-31.

Progressive centralisation of economic powers, political influence and scientific expertise is detrimental to rural development. The emphasis should be on food producing and energy generating systems requiring only manageable amount of capital. A small scale bio-technically supported society can be more egalitarian and just. The suggested approach for rural development consists of four models—western economic model, environmental model, socialist one, and demographic transition model. These models are briefly described.

GUPTA, B.N. (National Institute of Rural Development, Hyderabad). Implementation of whole-village development programme in Uttar Pradesh: a mid-term appreciation. Behavioural Sciences and Rural Development, 3(1) Jan. 80, p.40-56.

In Uttar Pradesh five villages in Bhabhani Community Development Block of Mirzapur district were selected for the implementation of the whole-village Development Programme. The objectives of

this paper are (1) to assess if the achievements under this programme are commensurate with the level of investments; (2) to assess if the approach has emerged as a distinct and effective strategy for rural development; (3) to assess if the approach is suitable for replication in other parts of the country; and (4) to bring out clearly the special merits of this programme *vis-a-vis* Integrated Development Programme. The findings are based on an understanding of the work done by two different agencies which implemented this programme.

HOOJA, B. (Rajasthan Land Development Corporation). Management of rural development in India: a pragmatic post-Asoka Mehta committee approach. *Political Change*, 2(2) July-Dec. 79, p.61-5.

In this paper, the author on the basis of his vast field experience and knowledge, explains the concept of 'rural development' and puts emphasis on its managerial aspects. He stands for old autonomous village republics but wants to make use of all technological developments. He has moved ahead of the Asoka Mehta Committee Report in the sense that 'planning and development should be initiated from the lowest level of community itself.'
—*Reproduced.*

HOPE, KEMPE R. (Daeman College, Amherst, New York). Rural development and social change. *Rural Development Digest*, 3(1) Jan. 80, p.1-7.

This paper analyses some of the conceptual issues pertaining to rural development and social change in the less developed countries. The basic ingredient for social change among the rural poor lies in the creation long-term programmes which are institutionalised. It is necessary to change social institutions so that they are more effectively responsive to the needs of the poor. Social change and rural development can only occur through programmes which are all-embracing and are designed with the community as the economic base. Rather

than implanting urban programmes in the rural systems, emphasis should be on fitting external resources to rural designs. As regards participation, the rural poor should have not only a share in the benefits of development but also in the task of creating those benefits. Once public policies respond to the needs of the rural poor, community participation will develop and the process of rural development will begin.

INTEGRATED rural development, Behavioural Sciences and Rural Development, 3(1) Jan. 80, p.57-72.

This is a summary of the discussions at a work-shop held at National Institute of Rural Development, Hyderabad, during 31st August and 1st Sept. 1979. The work-shop was sponsored by the Ministry of Rural Reconstruction, Government of India.

INTEGRATED rural development. *Rural Development Digest*, 3(1) Jan. 80, p.31-46.

On the sponsorship of the Ministry of Rural Reconstruction, National Institute of Rural Development, Hyderabad, has been organising workshops for senior level persons to discuss the problems of implementation of the rural development programmes, particularly the integrated rural development. The second workshop was held from October 8 to 10, 1979. The participants themselves recorded their broad views at the workshop sessions and desired that the Institute may develop the detailed proceedings based on these. The main recommendations of the workshop are listed in this article.

KURIEN, V. (National Dairy Development Board, Anand). Productivity and rural development. *Kurukshetra*, 28(15) 1 May 80, p.16-19.

It is explained as to how Amul Dairy became an instrument to bring about a total rural development in Kaira District. The pattern has become a model which has been adopted in many parts of India. A

system works when it is put into the producers' own hands. We have the tools for change but most of our villages have remained untouched by the process of development and the concept of improved productivity. The reasons behind this phenomenon are identified. Improved productivity must be the basis for rural development.

MUKHERJEE, S.P. (Calcutta Univ.). Rural development projects and people's participation. Survey, 18(1-4) Jan.-Dec. 78, p.36-9.

The difference between a project and a plan is explained. Five different dimensions of project management are: selection, planning, organisation, execution, and evaluation. Involvement of people in various stages of rural development project is analysed in this paper.

PANDE, B.D. Community development. approach to integrated rural development. Man and Development. 2(1) Mar. 80, p.24-30.

Here is a brief outline of achievements under the Community Development Programme and National Extension Service started in 1952. Some time in the mid-sixties the Programme suffered a major set-back. Though the socio-political and economic changes under such a programme take a generation or two, the concept of community development was discarded in less than fifteen years of its inception. The whole purpose behind this approach is to involve the people as a community in their development programme. Certain necessary steps to achieve it are suggested.

RAO, C.N., B. PRASADA RAO and T. SHIVAJI RAO. A spatial concept of integrated rural development. Urban and Rural Planning Thought, 20(3) July-Sept. 77, p.104-22.

WANASINGHE, SHELTON. Administrative capability for integrated rural develop-

ment. Journal of Development Administration, 7(2) Nov. 77, p.39-45.

The experience of Asian and Pacific countries shows a recurrent gap between the announced objectives of integrated rural development and the actual achievements. This paper seeks to raise several issues which can generate adequate levels of administrative capability to overcome the implementation lag in the development efforts. If such programmes are to evolve as 'people-centred programmes' the role of centrally directed bureaucracy becomes, at best, a transitory one. The manner in which this transitory nature can be maintained is one of the major challenges faced in development administration.

RURAL URBAN MIGRATION

BHATIA, KUL B. Rural-urban migration and surplus labour. Oxford Economic Papers, 31(3) Nov. 79, p.403-14.

HEBSUR, R.K. Social and political correlates of urban migration in India. Indian Journal of Political Science, 40 (4) Dec. 79, p.509-56.

MWANZA, JACOB M. Rural-urban migration and urban employment in Zambia. Developing Economies, 17(2) June 79, p.172-81.

SALES TAX

RELE, SUBHASH J. VAT-answer to corporate tax's anomalies? Business Standard, 17 Apr. 80, p.5.

SAVING AND INVESTMENT

JHAVERI, N.J. Fiscal incentives for stimulating saving. Economic Times, 1 June 80, p.5.

SCHEDULED CASTES

SREENIVAS REDDY, G. Whither scheduled caste reservations? Mainstream, 18(40) 31 May 80, p.15-18, 20.

SCIENCE AND STATE

HARITASH, NIRMAL and K.D. SHARMA. Science and parliament: a review. *Indian Journal of Political Studies*, 3(2) and 4(1) Jan. 80, p.133-56.

UDGAONKAR, B.M. Scientific temper and public policy. *India International Quarterly*, 7(1) Mar. 80, p.25-38.

SLUMS

SHOREY, S.P. Rehousing slum dwellers: need for a rational land policy. *Quarterly Journal of the Local Self-Government Institute*, 50(3) Jan.-Mar. 80, p.596-8.

YOGENDRA, T. The socio-economic conditions of slums. *Quarterly Journal of the Local Self-Government Institute*, 50(3) Jan.-Mar. 80, p.588-95; *Civic Affairs*, 27(9) Apr.80, p.11-18.

SOCIAL CHANGE

NOYES, RICHARD. The time horizon of planned social change. *American Journal of Economics and Sociology*, 39(1) Jan. 80, p.65-77.

SOCIAL MOBILITY

PHILLIPS, W.S.K. Social structure and mobility in an urban setting. *Social Action*, 30(2) Apr.-June 80, p.138-61.

SOCIAL POLICY

JONES, CATHERINE. Teaching social policy: some European perspectives. *Journal of Social Policy*, 8(4) Oct.79, p.509-26.

SMITH, JOHN H. The human factor in social administration. *Journal of Social Policy*, 8(4) Oct. 79, p.433-47.

SOCIAL SCIENCES—RESEARCH

RAO, V.K.R.V. Social research. *Economic Times*, 8 May 80, p.5; 9 May 80, p.5.

This is the text of the inaugural address delivered at the seminar on the problem of relevance in social science research organised recently by the Institute of Economic Growth.

SOCIAL SERVICE

HAGEBAK, BEAUMONT R. Local human service delivery: the integration imperative. *Public Administration Review*, 39(6) Nov.-Dec. 79, p.575-82.

HATCH, STEPHEN and IAN MOCROFT. The relative costs of services provided by voluntary and statutory organizations. *Public Administration*, 57, Winter 79, p.397-405.

SOCIAL SERVICE AGENCIES

KRAMER, RALPH M. Voluntary agencies in the welfare state: an analysis of vanguard role. *Journal of Social Policy*, 8(4) Oct. 79, p.473-88.

SOCIOLOGY, RURAL

SHARDA, BAM DEV. Occupational prestige in rural India. *Rural Sociology*, 44(4) Winter 79, p.705-18.

SRI LANKA—ECONOMIC CONDITIONS

DE BEER, PATRICE. Sri Lanka scene. *Hindu*, 30 May 80, p.8; 31 May 80, p.8.

STANDARDS

DUBNICK, MELVIN J. and LAFAYETTE WALKER. Problems in U.S. standard-setting: the implications of the shift to control functions. *Midwest Review of Public Administration*, 13(1) Mar. 79, p.25-49.

STATE GOVERNMENT

SWAMI, N.K. Rise and fall of govts. in Orissa. *Times of India*, 26 June 80, p.6.

SUBSIDIES

GOPALAKRISHNAN, C.V. Subsidies:

open and disguised. *Hindu*, 30 Apr. 80, p.8.

MEHTA, BALRAJ. The problem of subsidies. *Yojana*, 24(10) 1 June 80, p.4-6.

SUGGESTION SYSTEMS

KILLEEN, F.L. The effectiveness of suggestions schemes. *Management Services in Government*, 34(4) Nov. 79, p.192-6.

SUPREME COURTS

SAHAY, S. Supreme Court as power centre. *Statesman*, 10 Apr. 80, p.6.

This is a review article on Professor Upendra Baxi's *Mehr Chand Mahajan* law lectures on Supreme Court as a centre of political power now published in a book form. Baxi's thesis is that the judicial process at the Supreme Court and appellate levels is a kind of political process. In this article it is argued that Baxi's theory is founded on surmises and strained interpretations of Supreme Court judgements.

SWITZER, MARY E.

BERKOWITZ, EDWARD. Mary E. Switzer: the entrepreneur with the federal bureaucracy. *American Journal of Economics and Sociology*, 39(1) Jan. 80, p.79-81.

TAXATION

AGARWAL, S.K. Direct taxes. *Economic Times*, 13 June 80, p.5; 14 June 80, p.5.

JAGANNATHAN, N.S. What unnerves tax payers. *Statesman*, 23 May 80, p.6.

RAJINDER MOHAN. Direct taxes reform. *Economic Times*, 26 June 80, p.5.

RANGACHARI, K. Indirect taxation: the power to destroy. *Statesman*, 16 May 80, p.6.

SHOURIE, ARUN. Tax burdens. *Hindustan Times*, 14 May 80, p.9; 15 May 80, p.9.

SHYAM NATH. Incidence of indirect taxation in Rajasthan. *Margin*, 12(3) Apr. 80, p.60-79.

TECHNICAL ASSISTANCE, INDIAN

BALASUBRAMANIAN, V. Indian ventures abroad. *Eastern Economist*, 74(13) 28 Mar. 80, p.629-32.

DUTT, SRIKANT. Indian aid to co-development countries. *Economic and Political Weekly*, 15(14) 5 Apr. 80, p.672-8.

TECHNOLOGY

DASTUR, M.N. Technology: challenge and opportunity. *Mainstream*, 18(32) 5 Apr. 80, p.23-6.

DOBROV, GENNADY M. Technology as a form of organization. *International Social Science Journal*, 21(4) 79, p.585-605.

RAMESH, JAIRAM. Technology: views on moving beyond self-reliance. *Economic Times*, 21 Apr. 80, p.5.

TECHNOLOGY TRANSFER

OLALOYE, A.O. Technology transfer and employment in Nigerian manufacturing industries. *Quarterly Journal of Administration*, 17(2) Jan. 78, p.167-76.

SEIFERT, HUBERTUS. Direct investments and technology transfer in developing countries. *Economics*, 20, 79, p.80-95.

TOURIST TRADE

WOOD, ROBERT E. Tourism and underdevelopment in Southeast Asia. *Journal of Contemporary Asia*, 9(3) 79, p.274-87.

TRAINING

BANERJEE, SOBHEN. Reorganisation of management institutes. *Mainstream*, 18(40) 31 May 80, p.19-20.

CHARYULU, U.V.N. (NIRD, Hyderabad). Training for human resource development. *Kurukshetra*, 28(13) 1 Apr. 80, p.27-30.

The significance of training as an essential strategy for Human Resource Development for rural reconstruction is emphasized in this paper.

A survey of the available infrastructure for training in Rural Development, its limitations and the possible scope for improvement are discussed. The scope of TRYSEM is indicated.—*Author*.

DASS, S.L. Management training in defence services. *Defence Management*, 6(2) Dec. 79, p.29-34.

DEMING, BASIL S. A system for evaluating training programs. *Personnel*, 56(6) Nov.-Dec. 79, p.33-41.

DUDEJA, V.D. An appraisal of training and development in public undertakings. *Indian Journal of Training and Development*, 10(1) Jan.-Mar. 80, p.24-9.

Whatever the form of management in public enterprises, the determining factor for success is the ability of men at every level of management. Different types of training programmes which make use of on-the-job training are explained. The public sector organisations are doing a good job in this area through their in-company formal training programmes and through the use of external facilities.

HALACHMI, ARIE. Training policy for local governments re-examined. *Greenhill Journal of Public Administration*, 4(3-4) Oct. 77—Mar. 78, p.95-104.

HINMAN, HERBERT R. Management training for agricultural extension officers within Ghana: successes and shortcomings. *Greenhill Journal of Public Administration*, 4(3-4) Oct. 77—Mar. 78, p.81-94.

ISRAEL, SARAH. Training for health

services. *Indian Journal of Training and Development*, 10(1) Jan.-Mar. 80, p.11-17.

KOHLI, UDDESH. Training for economic development in the eighties. *Indian Management*, 19(3) Mar. 80, p.26-30.

LIEN, LAWRENCE. Reviewing your training and development activities. *Personnel Journal*, 58(11) Nov. 79, p.791-4, 807.

MANAGEMENT of training and development. *Productivity*, 20(4) Jan.-Mar. 80, p.485-646 (Entire issue).

Contents: Organisational effectiveness and human resource development, by K.D. Madan; Training function and management information system, by M.M. Jacob; In-company supervisory development programmes, by M.V.V. Raman; Requisite changes in training methodology and techniques for senior managers, by M.M.A. Basha; Role of management development, by Jagjit Singh; Design and development of training programmes, by Charles Norman; Training and line managers, by S.K. Parthasarathi; Four basic tasks for training managers, by Sharu S. Rangnekar; Training and employment of young executives in industry, by B.G. Varshney; Organisational effectiveness through training effectiveness, by Kulwant Singh; Evaluation of training programmes, by G. Natarajan; Methods and problems of evaluating training programmes, by N.R. Ranganathan; Select bibliography on management of training and development, by S.N. Vig and C.V. Rao.

NEWBIGGING, ERIC. Education and training for public sector management in developing countries: a review article. *Quarterly Journal of Public Administration*, 12(4) July 78, p. 431-9.

OKODUWA, B.E. The use of Management Resource Centre Technique to train Nigerian indigenous manpower on an in-service basis. *Quarterly Journal of Administration*, 17(2) Jan. 78, p.179-94.

RAJADHYAKSHA, ASHISH. Management development programmes: money down the drain? *Business Standard*, 1 June 80, p.4.

RAY, S.K. Higher education for government managers: case for a new university. *Business Standard*, 12 June 80, p.5.

The personnel recruited to the executive cadres in different sectors and departments of the Indian Government remain confined to their daily chores and do not make any efforts to acquire the continually developing knowledge in management and technology. No organised efforts are made to harness the talents available with the government. A venue should be developed for higher academic studies in management and technology for government managers of today and tomorrow. A tentative outline on which such a fullfledged university should function is presented.

SAXENA, A.P. (U.N. Asian & Pacific Development Admn, Centre, Kuala Lumpur). Some background factors in the choice of training methodologies. *Indian Journal of Public Administration*, 26(1) Jan.-Mar. 80, p. 94-102.

Saxena in his article outlines some of the background factors in the choice of training methodologies. He mentions the three approaches in choosing the training methodologies. The analysis by Saxena may be of help to trainers as well as training institutions in working out their programmes in the different fields of administration. - *Reproduced from the editorial.*

SCHERMAN, IRWIN A. Training: direction for the 80s. *Training and Development Journal*, 34(1) Jan. 80, p.50-5.

SETH, PREMILA. Management training and development: a critique. *Indian Journal of Industrial Relations*, 15(4) Apr. 80, p.507-24.

SHAW, MALCOLME. On criticism: training and development. *Training and Development*, 34(1) Jan. 80, p.33-9.

SYMPOSIUM on training and development current themes and prospects. *Public Personnel Management*, 8(6) Nov.-Dec. 79, p.344-428 (Entire issue).

Contents: Training and development and personnel management, by A.C. Hyde and Jay M. Shafritz; Training needs assessment: current practices and new directions, by Thomas J. Dilauro; Training demand assessment: three case studies in planning training programs, by Elizabeth J. Mitchell, M.D. Anderson and Albert C. Hyde; Training and development: institutional and decentralized approaches, by Ruth M. Schimael and Torry S. Whitman; Career life planning and development management, by Donald E. Klingner; Kaiser vs. Weber: perspectives from the public sector, by David H. Rosenbloom; Equal employment opportunity issues in training, by C.J. Barlett; Executive development: the Federal Executive Institute's executive development programs, by G. Ronald Gilbert and John V. Sauter; The pursuit of internal and external validity in the evaluation of training programs, by Irwin L. Goldstein.

TANAKA, HIROSHI. The Japanese method of preparing today's graduate to become tomorrow's manager. *Personnel Journal*, 59(2) Feb. 80, p.109-12.

TANDON, RAJESH. Development training of marginal farmers in India. *Human Futures*, 3(1) Spring 80, p.87-95.

VERHEYEN, LELAND G. and LOUIS OLIVAS. Attitude survey supports training needs. *Public Personnel Management*, 9(1) Jan.-Feb. 80, p.31-5.

WITHANA, RANJITH M. (Academy of Administrative Studies, Colombo). Evaluation of administrative training—some training experiences. *Journal of Development Administration*, 4(1) May 74, p.51-69.

In Sri Lanka the Academy of Administrative Studies was established in 1966.

This paper attempts to indicate the position and significance of evaluation in the network of activities comprising the overall training function; the limitations and difficulties in assessing the impact of training on the administration; the approaches in evaluating specific training programmes and the experiences of the Academy in this direction. A schematic model is presented to indicate the desirable links and the interrelationship of evaluation with the other activities. Also discussed are two of the course evaluations carried out at the Academy. The first is the Management Development Course, 1972 and the Seminar on Management Development for Senior Scientific and Technical Administrators, 1973.

TRIBES AND TRIBAL SYSTEM

DATTA-RAY, SUNANDA K. Time up for dreamtime: for aborigines read adivasi. *Statesman*, 14 Apr. 80, p.6.

KOSHY, V.C. Arunachal tribals in transition. *Margin*, 12(3) Apr. 80, p.88-99.

MOHAN ROA, K. Non-formal education for the tribals of A.P. *Yojana*, 24(10) 1 June 80, p. 20-3.

PRAKASH, B.A. A case study of South Wynad tribals, *Yojana*, 24(6) 1 Apr. 80, p.19-20.

SENGUPTA, NIRMAL. Class and tribe in Jharkhand. *Economic and Political Weekly*, 15(14) 5 Apr. 80, p.664-71.

SINGHA, J.C. Attitude of the tribal students. *Yojana*, 24(6) 1 Apr. 80, p.21-3.

SRIVASTAVA, A.K. The Kolta tribal of Tehri-Garhwal. *Yojana*, 24(6) 1 Apr. 80, p.25-6.

SURYANARAYANA, C. and K.V. SIV-AYYA. Conditions of tribals. *Economic Times*, 24 Apr. 80, p.5; 25 Apr. 80, p.5.

VINAYAK, VANI. Entrepreneurship deve-

lopment among the Ranchi tribals. *Yojana*, 24(6) 1 Apr. 80, p.8-9, 30.

UNEMPLOYMENT

DAS, NABAGOPAL. Unemployment: a multi-dimensional problem. *Statesman*, 12 Apr. 80, p.6.

URBAN ECONOMICS

JOSHI, HEATHER. The informal urban economy and its boundaries. *Economic and Political Weekly*, 15(13) 29 Mar. 80, p.638-44.

URBANIZATION

RONDINELLI, DENNIS A., JOSEPH F. LOMBARDO Jr., and GAR-ON ANTHONY YEH. Dispersed urbanization and population planning in Asia. *Ekistics*, 46(277) July-Aug. 79, p.206-9.

SINGH, J.P. Bihar: a study in process of urbanisation. *Man in India*, 59(2) Apr.-June 79, p.171-88.

VETERANS

CHAKRAVARTY, NITISH. Civil jobs for ex-servicemen. *Hindu*, 2 May 80, p.8.

VILLAGE PANCHAYATS

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An act was passed in 1965 to establish non-hierarchical panchayat institutions known as Block Panchayats. This paper seeks to examine in terms of functional arrangements, the provisions that have been made to reorganise the Panchayat System under the 1965 Act *vis-a-vis* the extent of conformity as well as the departure from the earlier attempts. Further, it intends to highlight the functions of different panchayat units in the four districts of Sikkim. The

panchayats have become well-established and are fertile ground for the growth of democratic traditions. They are striving to achieve sufficiency in food by replacing traditional farming with improved techniques. Since the first election in 1966 not a single unit has been superseded so far.

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The conceptual scheme that forms the basis of this research study is that within the group of decision-makers in a political culture, there is a higher stratum of a few elite, (oligarchic elite), that actually dominates and occupies all important posts of political command. Amarpur Gram Panchayat in Siwan district of Bihar was selected for the study. Those persons who were elected or nominated to Gram Panchayat between 1960 and 1978, or occupy important position in the panchayat, or individuals of high political prestige and power in the community not holding any formal position, were considered as 'political elites'. For the study, a sample of sixty elites in the panchayat on the basis of their formal identity was envisaged. The analyses of data shows that caste is an important factor, all eliteship is male and relatively young, average education is around middle school level, and the majority of elites come from the agricultural and business class.

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BOOK NOTES

ARORA, R.S. Fundamental issues for the Seventh Lok Sabha. New Delhi, Institute for the Study of International Relations, 1980. 175p. Rs. 65.00.

An attempt is made here to identify some serious problems which merit the special attention of the Seventh Lok Sabha. *Firstly*, the performance of the Sixth Lok Sabha has exposed several political and constitutional inadequacies which if not taken care of immediately may threaten the parliamentary system. *Secondly*, the Seventh Lok Sabha must evolve a viable industrial policy for the eighties for balanced economic growth. *Thirdly*, within the industrial policy framework the role of the public sector needs to be redefined. *Fourthly*, for the public sector to play really meaningful role the thirty year old conflict between the "Fundamental Rights" and the "Directive Principles" must be resolved. *Finally*, the accomplishment of national aims will require a fresh look at the *raison d'être* of India's policy of non-alignment.

BHARDWAJ, R.K. Democracy in India. New Delhi, National Publishing House, 1980. 346p. Rs. 90.00.

Here is a portrait of Indian democracy at work. The story of the evolution of our system of government is recounted in its historical perspective and the emergence of the constitution as the loadstar of our polity is described. Impact of Western political ideas, judiciary, elections, party system, civil services trade unions, centre-state relations, foreign policy, etc., are the issues covered in this book. In the end a five-page bibliography is presented.

BHARGAVA, B.S. Panchayati raj institutions: an analysis of issues, problems and recommendations of Asoka Mehta Committee. New Delhi, Ashish Pub. House, 1979. 79p. Rs. 30.00.

This volume contains revised version of four background papers presented in the Seminar on "Asoka Mehta Committee Report on Panchayati Raj Institutions" held at Bangalore in April 1979. It was organised by the Bangalore University in collaboration with the Institute for Social and Economic Change, Bangalore. The main purpose is to expose to the wider public the issues and problems in regard to panchayati raj movement in the country in general and Karnataka in particular.

BROWN, ARCHIE, ed. Political culture and political change in communist states, ed. by A. Brown and Jack Gray 2nd ed. London, Macmillan, 1979. 286p. £ 10.00.

This is a study in comparative communism in which a team of specialists seeks to explain the process of change and differentiation among communist-ruled countries by examining their divergent traditional political cultures. A commonly-agreed frame-work of analysis is used. The authors show not only how the

application of the concept of political culture may enhance understanding of continuity and change within particular communist societies but also how it may help to explain the differences between one communist society and another. An introductory chapter by Archie Brown sets out the framework of analysis and counters various criticisms of the concept of political culture. It is followed by studies of seven communist states, namely, Soviet Union, Yugoslavia, Poland, Hungary, Czechoslovakia, China and Cuba. In the final chapter some conclusions are drawn by Jack Gray. First edition was published in 1977. In this edition some later political events are taken into account.

CLARKSON, STEPHEN. The Soviet theory of development: India and the third world in Marxist-Leninist scholarship. London, Macmillan, 1979. 322p. £ 4.95.

This book provides a long-needed insight into how Soviet thinkers understand such crucial problems in development as planning in mixed economies, foreign aid from socialist and capitalist donors, agrarian reform, and the class struggle. Western students and third world policy-makers alike have a good deal to learn from Marxist Leninist political economy because it presents an integrated approach to understanding the dilemmas of underdevelopment. The book examines the Soviet analysis of third world development as a whole, drawing particularly on the most extensive and sophisticated school of interpretation, the Russian writings on India.

CROUCH, WINSTON W. Organized civil servants. Berkeley, Univ. of California Press, 1978. 302p. \$15.00.

During the decade of the 1960's national attention has been drawn to the new, aggressively stated demands by several public employee organisations to participate in employment policy making. Various events have exposed a woeful lack of public policy and of administrative technique to cope with problems thrust upon elected and appointed state and local officers by large, aggressive, innovative groups of public employees. This has caused administrators, political leaders, political leaders, and scholars to reassess sharply the attitudes, concepts, doctrines and relationships involved in administering public programmes. This book is an analysis of the development within the California political system of public policies concerning government employer-employee relations. It proposes to examine the major groups and institutions that have been involved in bringing about this development. It is a study of the politics of public administration, concerning itself with matters that affect the employment and compensation of members of the bureaucracy, the allocation of power and responsibility between top appointed administrative officers and elected officials, and the roles performed by managers, supervisors, workers, and political leaders in governmental bureaucracies.

DANZIGER, JAMES N. Making budgets: public resource allocation. Beverly Hills, Sage Publications, 1978. 254p. \$15.00.

This is a comparative study of similarities and differences in the yearly revenue budgets of British country boroughs. The analysis has three basic emphases. First, the author establishes the substantial potential for local discretion in the county boroughs, basically by surveying applicable statutes and by overviewing external constraints actually exercised. Second, he establishes that major varia-

tions in resource allocations exist between country boroughs, and then seeks to test whether those variations can be basically accounted for by explicit local choice or by two categories of explanations—conventional demographics and several versions of the “incremental” approach. Third, he applies two classes of process explanations to the variation in yearly revenue budgets, at both the organisational and individual levels. Seven-page bibliography is given in the end.

DENOVA, CHARLES C. Test construction for training evaluation. New York, Van Nostrand Reinhold, 1979. 118p. \$14.95.

The refinement of testing procedures in recent years has led to widespread use of testing devices in business and industrial training programmes. Emphasising practical applications rather than abstract measurement theory, this book offers essential procedures for selecting good test items, constructing different types of tests, using the tests to greatest benefit, administering the tests, and evaluating test results. All information is presented from the viewpoint of the training staff; with guidelines that are both immediately relevant and easy to implement. It is shown that the test is a valuable tool when utilised in personnel training and development. Methods are discussed for designing essay, oral, true-false, multiple choice, matching, fill-in, and other types of tests.

ETIENNE, GILBERT. Bangladesh: development in perspective. New Delhi, Macmillan, 1979. 143p. Rs. 50.00.

This study tries to answer the question as to whether Bangladesh is a hopeless case for development. Apart from the emphasis on weight of historical factors, the bulk of the study is centred on development prospects. While giving socio-political problems their due share, it points out the considerable potential still untapped in terms of irrigation, yields, rural infrastructure, trade, small industries, etc., involving growth as well as more employment and higher wages for the poor.

FRANCK, THOMAS M., ed. Secrecy and foreign policy, ed by T.M. Franck and Edward Weisband. New York, Oxford Univ. Press, 1974. 453p. \$3.00.

Secrecy is a prime factor in any power system and the more authoritarian the system the greater the need for and use of secrecy. Conversely, the greater the use of secrecy, the greater the likelihood of approaching authoritarian models. The government claim for secrecy involves two conflicting sub-claims, namely, the right of government to know more about everybody, and the refusal by government to allow anyone to know much about it. Surprisingly, no general theory of secrecy has evolved that would account for the role of secrecy within democratic orders. This issue of secrecy is examined in this collection of twenty-four papers contributed by politicians, civil libertarians, lawyers, journalists, and broadcasters.

HARI OM. Administration of justice in Jammu & Kashmir. New Delhi, Light & Life Publishers, 1979. 241p. Rs. 75.00.

This book presents an authentic study of the Jammu & Kashmir State during 1846-1947. It offers a picture of the rough and crude state of justice under the Afghans and the Sikhs, and of the era of reform during the rule of Gulab Singh, Ranbir Singh, Pratap Singh and Hari Singh. A critical account is given of the

functions, jurisdictions, and duties of judicial officers and courts on the basis of various categories of rules and directives. In the appendices information about dispute between Raja of Poonch and Kashmir *Darbar*, notification regarding appointment of Justice of Peace in the State Jammu & Kashmir High Court Constitution, 1928, names of high court judges and law members, etc., is presented. Also given eleven-page bibliography.

INDIA. Committee on Workers' Participation in Management and Equity, 1977. Report New Delhi, Ministry of Labour, 1979. 30p.

This committee was set up under the chairmanship of the Union Minister of Parliamentary Affairs and Labour to consider and recommend an outline of a comprehensive scheme of workers' participation at different levels of management in industrial establishments, specially keeping in view the interests of the national economy, efficient management and the workers. The Committee held five meetings in 1978 to complete its work. The issue for consideration of the Committee are listed in an annexure.

INDIA. Planning Commission, Programme Evaluation Organisation. Project profiles—integrated child development services projects. New Delhi, the Commission, 1979.

This volume is prepared on the basis of continuous field observations of the field teams in 29 Integrated child Development Services Projects selected for the study. The project profiles drafted by the field teams were cross-checked, verified, and edited. The publication provides a detailed account of the individual projects, highlighting, in particular, the nutrition and health problems.

INDIA. Planning Commission. Programme Evaluation Organisation. Report on the state of preparedness of the integrated child development services projects, (July-October, 1976). Delhi. Controller of Publications, 1979. 105p. Rs. 5.25.

Integrated Child Development Services, a centrally sponsored scheme with cent per cent financial assistance from the Government of India, is being implemented by the Department of Social Welfare through Social Welfare departments in States. Through a base-line survey the Programme Evaluation Organisation took up an evaluation of the impact of this scheme, which resulted in this report. Its objectives are: (1) to examine the availability of basic data at the project level; (2) to study the broad characteristics of the projects in relation to feasibility of operation; (3) to review the extent to which infrastructure has been built-up for the delivery of health, nutrition, and education services in the scheme; (4) to assess the flow and utilisation of finances and the flow of supplies to the projects; (5) to examine the extent to which placement and training of staff has been accomplished; and (6) to assess the involvement and participation of the community in the initial stages of the project and administrative coordination.

INDIA. Planning Commission. Programme Evaluation Organisation. Study of the working of the aided voluntary agencies in social welfare programme. New Delhi, the Commission, 1978. 146p. (Cyclostyled).

During the successive Five Year Plans, overwhelming importance is being laid on the social welfare programmes for the weaker and vulnerable sections of the

society. In order to tackle the multi-dimensional problems, voluntary agencies have been assigned increasingly important roles. In view of this a study to examine the working of these agencies was undertaken. The aim of this study is to understand the organisational and administrative aspects of the voluntary agencies, the extent of improvement and expansion of services, and to suggest ways and means of their effective functioning. It covers 16 states, 66 voluntary agencies, 62 welfare institutions, besides voluntary and paid workers, officials and beneficiaries. The study was conducted by the Social Development Division of the Programme Evaluation Organisation.

INDIAN Institute of Public Administration. Import of edible oils under free licensing scheme, 1977, by S.K. Goyal and K.N. Kabra. New Delhi, IIPA, 1977. 171p. (Mimeo.).

The Government of India as per its decision in January 1977 issued free licences to private traders for the import of edible oils. Though till the middle of April 1977, licences to the value of over Rs. 500 crores were issued the quantity imported was much less. Therefore the Government entrusted a project to the Institute to undertake a comprehensive study of all aspects relating to the import of edible oils by private trade under the free licensing scheme, including the prevailing situation of local supply, demand and price of edible oils. It resulted in this report which was submitted to the Ministry of Commerce. Ample statistical data are tabulated in this report.

INDIAN Institute of Public Administration. Centre for Urban Studies. Organizational framework for metropolitan planning and development; final report: organizing metropolitan development, by Abhijit Datta and Bappaditya Chakravarty. New Delhi, IIPA, 1979. 352p. (Mimeo.).

This study is the final outcome of the Indian Council of Social Science Research project, jointly undertaken by the Indian Institute of Public Administration and the Indian Institute of Management, Calcutta. It focuses on the experience of the working of multi-purpose development authorities in the four major urban centres in India, namely, Delhi, Calcutta, Madras and Bombay, in order to throw light on their roles, relationships, decision-making and resource generation for achieving the goals of urban development symbolized in the 'master plan' or the 'development plan' that are sought to be actualized.

INDIAN National Congress. The foundations of Indian economic planning: an attempt at reshaping the destiny of 600 million Indians; ed. by A.M. Zaidi and others. New Delhi, S. Chand, 1979. 722p. Rs. 210.00.

Our democracy is dedicated to planned economic development, the peaceful transformation of an old social order and the uplifting of millions of people from conditions of underdevelopment. The roots of this planned development could be found in the inception of the Indian National Congress. The book provides a collection of all the resolutions and pronouncements on Planning and the Reports of the Planning Committees appointed by the Congress. The first part contains resolutions and pronouncements on economic policy and programme during 1885-1975. The second part is a Report of the National Planning Committee, 1938, headed by Jawaharlal Nehru. The third one is a Report of the Economic Programme Committee, 1948, headed by Jawaharlal Nehru, and the fourth and last

one is a Report of the and Planning Sub-Committee, 1958, headed by Indira Gandhi.

INTERNATIONAL Bank for Reconstruction and Development. Family planning programmes: an evaluation of experience, by Roberto Cuca, Washington, D.C., IBRD, 1979. 134p.

The purpose of this paper is to review the evolution of family planning policy and programme activity in those countries in which there is now an official family planning policy as well as some programme activity and to discuss the role of family planning programmes in promoting declining fertility rates. The events leading to adoption by governments of family planning policy and public and private efforts in this regard are discussed. This paper contends that both family planning programmes and socio-economic development have helped in reducing the fertility rates. The gradual changes in the programmes are traced. There are seven country case studies. The countries are—People's Republic of China, Colombia, Ghana, India, Indonesia, Republic of Korea, and Pakistan. This is World Bank Staff Working Paper No. 345.

INTERNATIONAL Bank for Reconstruction and Development. Investment in Indian education: uneconomic, by Stephen P. Heyneman assisted by Pamela Cope Mintz. Washington, D.C., IBRD, 1979. 56p.

The case of India reflects a circumstance in which the existence of unemployment has led to the unjustified assumption that external productivity due to education is low. This paper illustrates new ways to use equity in educational planning: in the distribution of per pupil expenditure, examination passrates, literacy, trade training and the availability of books. It also adds two new mechanisms for estimating the economic potential of educational investments: the amount of knowledge acquired in schools, and the degree of impact of school resources on academic achievement. From each of these sources the paper concludes that there is reason to question the widely held belief that additional investment in Indian education would be uneconomic. This is World Bank Staff Working Paper No. 327.

INTERNATIONAL Bank for Reconstruction and Development. Measuring project impact: monitoring and evaluation in the PIDER rural development project—Mexico, by Michael M. Cernea. Washington, D.C., IBRD, 1979. 131p.

The Mexican nationwide programme for rural development, PIDER, has developed a system for monitoring its implementation and for ongoing evaluation of its impact. The strengths and weaknesses of this system's experience are analysed in this case study. The lessons which may be derived from PIDER's experience refer to a broad range of issues, including the type of relevant information which should be collected, the definition of the investigation unit, the data generation tools, the disaggregation of the data collection process, the aggregation of monitoring data and evaluation findings, the feeding back of information to management, as well as the organisational structures required for carrying out monitoring and evaluation. PIDER's concern for the sociology of rural development resulted in significant efforts for eliciting grassroot community participation in development planning. Systematic guidelines for promoting such participation are presented. This is World Bank Staff Working Paper No. 332.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Policies for efficient and equitable growth of cities in developing countries, by Johannes F. Linn. Washington, D.C., IBRD, 1979. 352p.

The unprecedented rate of urban growth in developing nations has created massive new tasks for national and local policy makers. This paper attempts to delineate the major policy issues which arise in the efforts to adapt to the growth of cities in developing countries and discusses policies designed to increase the efficiency and equity of urban development. Particular areas covered in this paper include urban employment, income redistribution through the fiscal system, transportation, housing, and social services. The policy instruments which are considered include public investment, pricing, taxation and regulation. Throughout, it is emphasised that many of these policy instruments can be used in ways that improve both the efficiency and the equity of the development of cities, without a conflict between these goals. This is World Bank Staff Working Paper No. 342.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Private direct foreign investment in developing countries: Policy issues for host and home governments and for international institutions, by K. Billerbeck and Y. Yasugi. Washington, D.C., IBRD, 1979. 97p.

This paper discusses the changing characteristics of private direct foreign investment in developing countries in relation to home and host country policies. It begins with an overall view of investment flows and discusses the response of the transnational corporations to the changing environment in developing countries. The main body of the paper is concerned with policy issues for the developing countries that wish to attract private direct foreign investment and for the industrialised countries that are the principal source of such flows. The authors conclude that overall macro economic and sectoral policies are of overwhelming policy importance, but also explore incentive policies and some institutional issues. A discussion of the role of international institutions in the private investment environment concludes the paper. The difficulties in using the present statistical conventions are explained in the annexure. This is World Bank Staff Working Paper No. 348.

JAIN, DEVAKI. Women's quest for power: five Indian case studies, by Devaki Jain assisted by Nalini Singh and Malini Chand. Sahibabad, Vikas, 1980. 272p. Rs. 75.00.

This study discusses five Indian efforts in which women in large numbers have organised, participated or led themselves in pursuit of better food, clothing and shelter. The first chapter describes a trade union formed of the unorganised self-employed in a city; the second looks at the institutional structure of a renowned cooperative enterprise which is based on women who tend and milk cattle; the third examines a successful commercial enterprise, based again on household production of a processed food item; the fourth chapter examines the impact of the commercialisation of folk art where women are the main artists; and the fifth is the story of a direct action movement generated by women in the north-eastern state of India against the alcoholism of their men.

JOHNSON, B.L.C. India: resources and development. New Delhi, Arnold-Heinemann, 1980. 211p. Rs. 100.00.

This work provides a systematic introduction to the human and physical resources

and the environments of India, and the nation's achievements in developing them. The four parts deal with population in its cultural and demographic aspects, agriculture, industry and urbanisation, and the developments—historical, social and economic—which have contributed to the existing geography of India. The material is completely up-to-date, researched in India in 1976, while on study leave granted by the Australian National University. The role of planning in development is discussed, especially in analysing the prospects for the future. Numerous maps and tables are used as vehicles for presenting data in a readily intelligible form.

JOSHI, NAVIN CHANDRA, ed. *Democracy and human values: essays in honour of Shri V. M. Tarkunde*. New Delhi, Sterling, 1979. 243p. Rs. 80.00.

Here are papers from persons belonging to various disciplines so that the readers get different viewpoints on the subject of democracy and human values. It contains thirty contributions from academicians, jurists, journalists, politicians, public men and administrators. This is a publication to felicitate Shri Tarkunde on his 70th birthday. There is a fourteen-page bibliography.

KALHAN, PROMILLA. *Jagjivan Ram and power politics*. New Delhi, Allora Publications, 1980. 104p. Rs. 35.00.

Jagjivan Ram known as Babuji is a political force of gigantic dimensions. Based on extensive research and in-depth interviews various facts of his life are put together to answer several questions. They are—what was his early life? What has been his relationship with contemporary leaders? What does his wife think of recent events in Babuji's political life? What is the truth behind the income tax controversy? What is his political style? What do his contemporaries think of him? Some extracts from his speeches, letters and interviews are presented in the appendix.

KEITH-LUEAS, BRYAN. *The unreformed local government system*. London, Croom, Helm, 1980. 173p. £ 10.95.

This book describes the forms of local government that existed in England in the early years of the 19th century—parish vestries, improvement and Turnpike Trusts, Quarter Sessions and the unreformed municipal corporations. The aim is to describe the pattern as it existed before the major reforms of 1834 and 1835. It seeks to show how the institutions of government originated and developed and describes the machinery of government as it was in the years just before the great reorganisation took place. The work is based partly on research in the manuscript records of these bodies in the country record offices throughout the country, partly on contemporary publications, including the Government Blue Books and Local Acts, and partly on the research work of later scholars. There is an eight-page bibliographical appendix.

MELLOR, JOHN W., ed. *India: a rising middle power*. Boulder, Westview Press, 1979. 374p. £ 13.75.

The Asia Society organised a seminar at Seven Springs Farms, Mount Kisco, New York, during September 22 to 24, 1977. The topic was "Perspectives on India: the economic and political context of policy". The revised versions of the papers presented at this Conference are published in this volume. From their diverse

perspectives the Indian and Western specialists seek to illuminate a broad spectrum of components of Indian's modernizing growth: in domestic politics and international relations; in economic growth and trade; and in science and technology, including nuclear prospects and problems. The papers also address the changing perceptions of American socio-economic-political relations with India and the virtues and pitfalls of proposals for a renewed American assistance programme in India.

MIKESELL, RAYMOND F. The rate of discount for evaluating public projects. Washington, D.C., American Enterprise Institute for Public Policy Research, 1977. 64p. \$ 2.75.

This book points out the importance of the rate of discount for public policy decisions and reviews the basic issues in the debate over how that rate ought to be determined. The principal conclusion is that the proper rate of discount for evaluating public projects is the opportunity cost of capital in the private sector, adjusted for taxation and differences in risk. The author rejects the use of low rates of discount for evaluating public projects in the interest of transferring income to future generations, of conserving exhaustible resources, or of preserving the environment. Social benefit and cost streams associated with public projects should be determined directly, and their present values should not be manipulated by the use of rates of discount chosen to achieve particular social welfare purposes. Proper project evaluation, and not ideology, should determine the relative rates of growth in both the sectors, public and private. There is a ten-page bibliography.

MOHANTY, BRAJARAJ. Management control systems: implementation and administration. Delhi, Macmillan, 1979. 163p. Rs. 50.00.

This work is aimed at studying the processes of implementation and administration with a view to improve upon their effectiveness. Operationally, it is directed at attaining two basic objectives, namely: (1) to identify the problems arising during implementation and administration of management control systems and the variables responsible for such problems, and (2) to identify states of variables which contribute to the effectiveness of implementation and administration, and, wherever possible, to suggest alternative methods of bringing about desirable states in these variables. The study is based on data collected from an organisation having a multidivisional set-up. It was conducted during 1974-76 when the author was a student in the Fellow Programme at the Indian Institute of Management, Ahmedabad. There is a six-page bibliography.

MORLEY, DAVID, ed. Making cities work: the dynamics of urban innovation, ed. by D. Moreley, Stuart Proudfoot and Thomas Burns. London, Croom Helm, 1980. 285p. £ 12.50.

A public policy conference was held in May 1977 at York University, Toronto. The Conference title "Urban innovation: working solutions to the problems of human settlement" gives the basis for the approach taken in this volume. In this book apart from the edited versions of the presentations at the Conference, there are some papers written by Conference participants as expansion of their conference remarks. The process of planning urban change is one of the most crucial problems facing city planners and administrators. This book considers the capacity of the city to develop and adopt innovation in an era of turbulent change. Innova-

tions are viewed not only as responses to both external environmental change and internal, social forces, but also as the initiators of structural or systems-wide changes, producing long-term effects on cities.

NAYAR, M. P., [comp. Public enterprise in India: a select bibliography, comp. by M.P. Nayar and Devendra Kumar. New Delhi, Budua's Press, 1980. 256p. Rs. 100.00.

This bibliography containing about 3000 entries includes the reports of legislative committees, books, articles, and doctoral dissertations, but does not cover the departmental undertakings like railways, posts and telegraphs, etc. It is in two parts—public enterprise in general and public undertakings divided subject-wise.

PILLAI, S. DEVADAS, ed. Winners and losers: styles of development and change in an Indian region; ed. by S. Devadas Pillai and Chris Baks. Bombay, Popular Prakashan, 1979. 407p. Rs 120.00.

This volume is the result of field work carried out by a team of Indian and Dutch scholars, in the district of Bulsar in south Gujarat from 1970 till 1972. The team probed into the question: why, in India, development and change are so lop-sided in spite of two and a half decades of planning? The implication is that the "winners" in the race are those for whom the particularistic potentials of the system are open for exploitation. Thus a good deal of social mobility, is still linked with premordial considerations, like, cast affiliations, family ties, patronage relations and everything that goes with it. In general, access to scarce resources is determined by the nature and extent of influence-channels one can command. It is natural that in this social set-up large sections of people remain stagnant in terms of the extent of real growth though there might be superficial and misleading indications of development. The fact is that sizable chunks of population are facing social and economic emaciation and are fast slipping down the poverty line. The contributions to this volume amplify these points with field data.

POWER, JONATHAN. World of hunger: a strategy for survival, by J. Power and Anne-Marie Holenstein. New Delhi, Heritage Publishers, 1980. 202p. Rs. 50.00.

The world food crisis threatens the lives of millions of people through simple starvation and of many millions more through continuing malnutrition. What are its causes? What can be done immediately? What are the long-term prospects? An attempt is made in this book to answer these questions. It looks at overpopulation and the ways in which hunger causes over-population as much as overpopulation causes hunger. It looks at climate and the physical constraints on food production and examines the successes and failures of particular countries from Ireland to China to see what general lessons can be learned and it comments on the failure of the richer countries, despite their programmes of aid, to take the steps that would really help

RAY, SUSANTA K. Policy planning for agricultural development, by S.K. Ray, Ralph W. Cummings, Jr. and Robert W. Herdt. New Delhi, Tata McGraw-Hill, 1979. 237p. Rs. 63.00.

This is an attempt to explore problem areas related to agricultural production and its marketing and possible steps to achieve and sustain a higher rate of growth in India. It seeks to develop an analytical policy frame for agricultural development

based on currently available empirical information. The study is developed from the authors' associated work and research experience in several national and international organisations over the last one and a half decades. Together, they have seen Indian agriculture over a sustained period, have travelled the country, spoken to cultivators, researchers, and government officials, read what they could, carried out several different research efforts, and pondered over the total picture. The book is divided in three parts: (1) Evolution of agricultural development in India, (2) Framework for agricultural development, and (3) Policy requirements and choices.

ROBINSON, AUSTIN, ed. *Appropriate technologies for third world development*. London, Macmillan, 1979. 417p. £ 20.00.

The International Economic Association has devoted a series of conferences to the various aspects of the development of the poorer 'third world' countries. The proceedings of a conference held in Tehran, Iran, are recorded in this volume. Development efforts of the backward countries to produce commensurate results are disappointing. The use of inappropriate capital-intensive advanced-country technologies has been identified as a major contributor to this failure of development. The conference recorded in this publication was designed to throw more light on this aspect. Why are appropriate technologies not used in developing countries where they should be? Is it that the incentives are wrong? Is it that efficient appropriate technologies do not exist? Is it, as has been claimed, that multinational companies impose advanced-country technologies? The conference papers seek to answer such questions.

ROXBROUGH, IAN. *Theories of underdevelopment*. London, Macmillan, 1979. 175p. £ 3.95.

The principal concern of this book is to explore some of the theoretical and methodological issues which arises in the study of major social change, particularly as it occurs in the contemporary Third World. It sets out to examine some common theories about development which are prevalent today and indicate the ways in which overgeneralisations need to be modified in order to produce a reasonably adequate historical and contextual explanation. The aim is not to review exhaustively all important theories but to take illustrative examples and use them to indicate what an adequate explanation might look like. The arguments are supported by concrete historical examples from Latin American societies. There is a seven-page bibliography.

SHAILESHWAR NATH. *Terrorism in India*. New Delhi, National Pub. House, 1980. 350p. Rs. 100.00.

This work is devoted to the study of revolutionary movement in Bihar from 1902 to 1935. An impression existed and perhaps continues to exist that Bihar remained unaffected by revolutionary activities during the period under study. This study exposes those myths to establish that Bihar stood second to Bengal in terrorist movement in India. It is based on the study of Home Political Files of the Government of India, Spl. Political Files, C.I.D. reports, Police and Judicial files of the Government of Bihar and on narration of events by the living revolutionaries and the nationalist leaders. There is a list of references at the end of the book.

SINGH, JYOTI SHANKAR. World population policies. New York, Praeger, 1979. 228p. \$ 16.95.

This compendium of documents relating to population has been collated and published by the United Nations Fund for Population Activities as a service to everyone studiously concerned with developments and trends in the population field. The World Population Conference held at Bucharest in 1974, World Population Year, was a watershed in population policies and programmes. Since Bucharest a series of conferences and national planning meetings has clarified the general population picture and shifted the centre of concern from controversy to programmes. The documents in this volume, several of which have been prepared by the United Nations Population Division, provide data and analysis that may provide a factual base for thinking, discussion, and planning on population matters.

SIWACH, J.R. Politics of president's rule in India. Simla, Indian Institute of Advanced Study, 1979. 533p. Rs. 80.00.

This volume deals with President's rule on account of the failure of constitutional machinery in the States under Article 356 of the Constitution. Until September 1979 President's rule has been imposed fifty-one times. According to the findings of the author, the constitutional provisions have been thoroughly misused both by the Congress and Janata governments. The study indicates that the State governments have been dismissed and the Assemblies have been suspended or dissolved keeping in view the interests of the ruling party at the centre and the Governors were ever ready to oblige the Central government in recommending the imposition of President's rule on the grounds which were most unconvincing. This book is an up to date version of a manuscript completed by the author when he was a Visiting Fellow at the Indian Institute of Advanced Study, Simla, during 1973-1975 and includes developments till 1978. In the appendices texts of Governors' letters to President are presented.

SRIVASTAVA, OM PRIE. Municipal government and administration in India. Allahabad, Chugh Publications, 1980. 420p. Rs. 95.00.

In this study an attempt is made to examine and evaluate state control over municipal bodies and locate the factors which act as irritants in their relationship. Drawing the relevant facts from different states it is found that the existing system of control is invariably negative in its approach. On the slightest pretext local bodies are superseded and their functions transferred to an administrator. The book deals with the meaning and importance of local government, its development in U.P. as well as legislative, political, administrative and financial controls exercised by State government. It is emphatically stated that these municipal bodies cannot function efficiently and democratically unless the present system is drastically reformed and the attitude of the State governments is changed from superior to a partner. Legal information is presented in appendices and there is also a fourteen-page bibliography. Originally this study was presented as a doctoral dissertation to Kashi Vidyapith, Varanasi.

STEPANEK, JOSEPH F. Bangladesh: equitable growth? New York Pergamon Press, 1979. 191p. \$ 18.50.

During a five-year tour as economist for the United States Agency for Interna-

tional Development, the author viewed with discomfort the juxtaposition of Bangladesh's poverty and its development potential. This book represents his efforts to understand the reasons for this poverty and to suggest how it can be alleviated. A development strategy is offered that can guide millions toward individual well-being. The government of Bangladesh has opened its doors to the world's development experience, but has yet to formulate and implement an effective development strategy of its own. Many look upon the future of Bangladesh with pessimism but the author does not believe it to be a hopeless case. Though the book does pile evidence upon evidence to prove that the circumstances are more difficult than previously imagined, it holds out hope for development in difficult circumstance and provides an argument for an alternative strategy.

TRIVEDI, HARSHAD R. Housing and community in old Delhi: the *Katra* form of urban settlements. Delhi, Atma Ram & Sons, 1980. 120p. Rs. 55.00

The term *Katra* connotes a physical reality in which a number of households live in tenements or houses within an enclosed space with one common entrance. This study is an attempt toward a descriptive account, mainly qualitative, of this tradition-ridden residential setting in old Delhi. Its broad objectives are: (1) to study the extent to which *Katra* settlement may represent a kind of perpetuation in the material culture and ethology of the people, (2) to find out whether there was some structural continuity and consistency in housing and community life in these settlements, and (3) to ascertain whether *Katra* type of settlements were a stabilising feature of the historical forces in the towns and cities of India in general and northern regions in particular. This is a publication of the *Silver Jubilee Year* (1980) of the School of Planning and Architecture, New Delhi.

UNITED KINGDOM. The economy, the government and trade union responsibilities joint statement by the TUC and the government. London, HMSO, 1979. 59p.

The Trade Union Congress and the Government must continue to work in close and constructive partnership to deal with inter-related problems of international competitiveness, of the effective use of capital of incomes, profits, prices, productivity, output, growth, social equality, public expenditure and employment. The TUC has a key role in improving industrial relations and promoting good practices among unions and employers, and as such has decided to issue advice and guidance to affiliated unions on three broad issues which are appended to this document. These pertain to negotiating and disputes procedures, conduct of industrial disputes, and trade union organisation and the closed shop.

VARADACHARI, V.K. Governor in the Indian constitution. New Delhi, Heritage, 1980. 171p. Rs. 90.00.

The functions and duties of the Governor are analysed from the stand-point of constitutional law and practice. Amidst the endless controversies centring round the office the Governor, this book argues for the retention of the office and spells out his indispensability for the States and the Centre. The role of the Governor in relation to the civil services is discussed and the need for the abrogation of Article 356 is advocated.

VARGHESE, K.V. Housing problem in India: economic and social aspects. New Delhi, Eureka Publications, 1980. 361p. Rs. 96.00.

The deep and deepening housing problem is the nucleus of this study. The main force behind this study is the desire to graphically portray the broad magnitude of the problem of housing in the country to show the need to do something urgently about it. In addition to sketching a fascinating background to the recent monstrous growth of housing problem, this book makes a dispassionate attempt at portraying certain important implications, intricacies and clues of Indian housing problem such as its importance, dimensions, ramifications including rural, urban and city differentials in the intensity of the problem. This book considers factors affecting supply of and demand for housing, examines the validity and effectiveness of organised efforts made to tackle it, and offers feasible solutions and constructive suggestions to fight the problem in all its ramifications. It is imperative to provide facts and figures. Hence the study makes an extensive as well as exhaustive survey of available housing statistics. There is a fifteen-page bibliography.

VASIL, R.K. Ethnic politics in Malaysia. New Delhi, Radiant Publishers, 1980. 234p. Rs. 60.00.

The Malays, the Chinese and the Indians are the three major ethnic groups in Malaysia. They differ very sharply from one another and each is large enough to seek and assert a dominant role for itself. The process of racial harmony reached its consummation in the constitution of 1957 which is based on the principles of multi racialism and representative democracy and has effected a balance between the conflicting demands and interests of the various ethnic groups. The focus of this book is the political bases of ethnic conflict in Malaysia. It examines in depth the various constitutional and political methods adopted by the Malays to preserve their political paramountcy. It discusses the response of the Chinese and Indian communities to the Malay challenge, the nature of the constitutional framework, the character of the various political parties and political activity, the viability of the polity and society, and assesses future prospects.

VYAS, N.N., ed. Indian tribes in transition; ed. by N.N. Vyas and R.S. Mann. Jaipur, Rawat Publications, 1980. 187p. Rs. 75.00.

Development of tribals is very difficult task. Though the government has been increasingly eager to develop the tribals and to solve their problems, the unresolved problems continue to accumulate. The task can be easier if the hurdles are scientifically tackled. This book presents a detailed analysis and account of what has not been properly and adequately taken care of. The contents of the book present uniqueness in two respects. Firstly, the placement of major arguments concerning unresolved issues in respect of tribal life and tribal development seeks support from concrete case histories. Secondly, an alternative model for tribal development, to minimise the persistence of problems faced by the tribals and to help them live a better life, has been attempted. Though the focus is on tribal situation in Rajasthan, the derivatives are applicable elsewhere also.

YEH, STEPHEN H.K., ed. Housing Asia's millions: problems, policies, and prospects for low-cost housing in Southeast Asia; ed. by S.K.H. Yeh and A.A.

Laquian. Ottawa, International Development Research Centre, 1979.
243p. \$ 18.00

In 1972, a group of researchers and administrators interested in low-cost housing met in Singapore to discuss the possibility of a collaborative and cooperative research project on housing for the urban poor in Asia. They discussed and adopted a common research design for a study of low-cost housing in their respective countries. The International Development Research Centre agreed to support the study, which became known as the Southeast Asia Low-Cost Housing Study Project. The project was started in 1972 and the country reports were finished in 1975. In this study Southeast Asia includes Hong Kong, Indonesia, Laos, Malaysia, Philippines, Singapore, and Thailand. This volume is a comparative report on the findings of a study and comprises ten articles that are essentially self-contained. Apart from the ten-page bibliography it presents low-cost housing designs.

INDEX TO BOOK REVIEWS

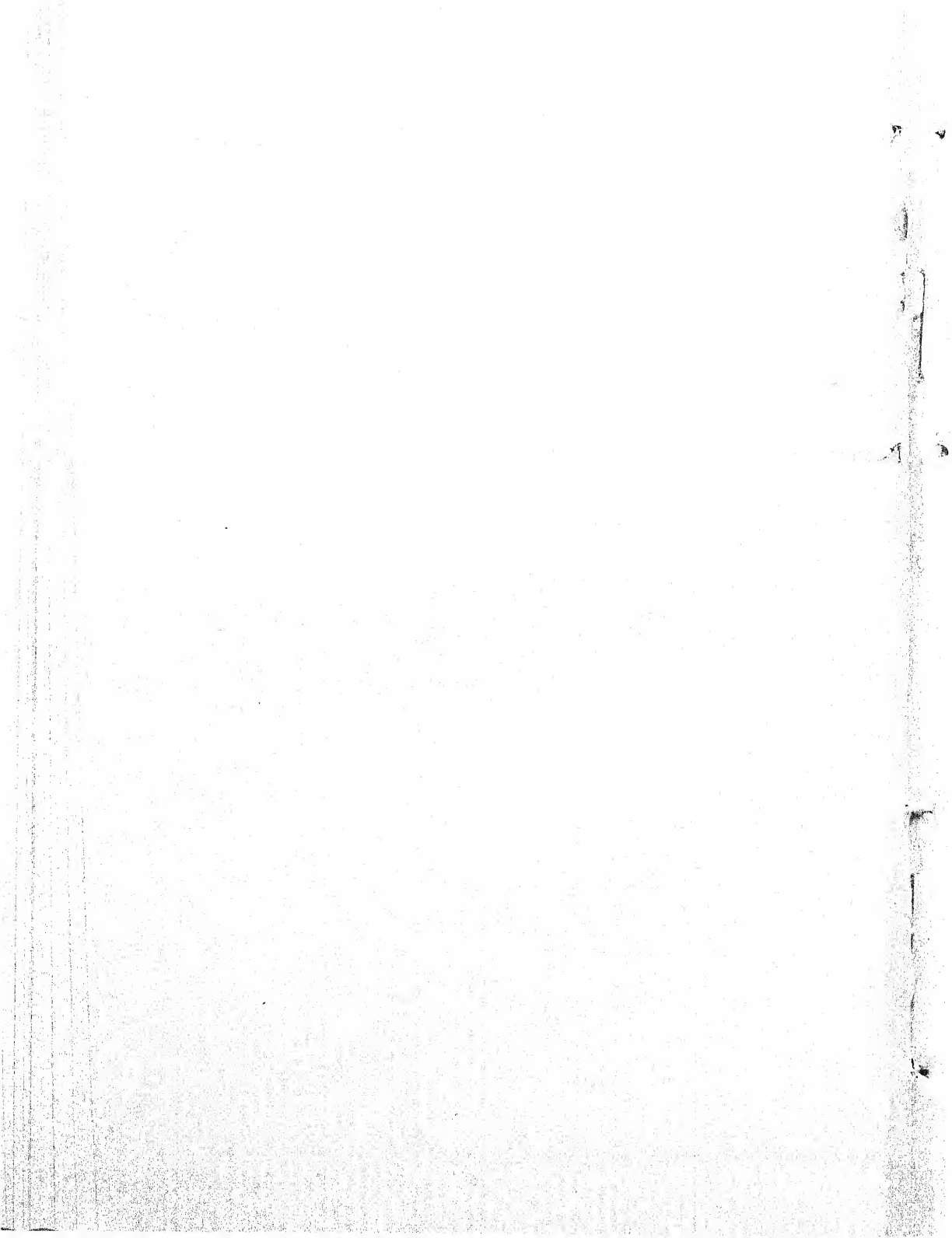
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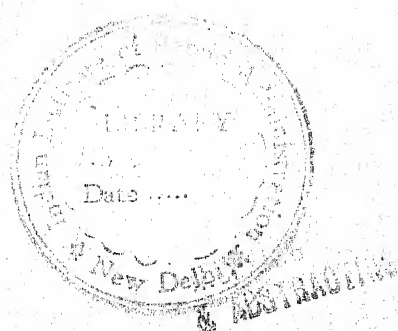
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INDEX AND ABSTRACTS OF ARTICLES

ABSENTEEISM

BHATIA, S.K. How to tackle absenteeism. *Indian Management*, 19(8) Aug. 80, p.36-43.

BHATIA, S.K. Lessons from BHEL: how to tackle absenteeism. *Integrated Management*, 15(4) Apr. 80, p.23-36.

ACCIDENTS, INDUSTRIAL

BARTRIP, P.W.J. and P.T. FENN. The administration of safety; the enforcement policy of the early Factory Inspectorate, 1844-1864. *Public Administration*, 58, Spring 80, p.87-102.

ACCOUNTING

CHATTOPADHYAY, P. Need for inflation accounting. *Commerce*, 141(3603) 12 July 80, p.52-6.

KHANNA, B.S. Accounting and achievement motivation. *Chartered Accountant*, 29(2) Aug. 80, p.108-11.

ADMINISTRATIVE COURTS

KUMAT, R.S. Tribunals for service matters; a case study of Rajasthan. *Indian Journal of Public Administration*, 26(2) Apr.-June 80, p.384-90.

In a case study of the administrative tribunal at work for certain categories of personnel in Rajasthan, Kumat gives an analysis of the State tribunal from 1976 to 1979. He comes to the conclusion that by and large government servants

find the tribunal more useful than resorting to the civil courts and the several forms of writs. The inevitable delay in the latter is avoided and the cost involved is also saved. This, in the Rajasthan context, as brought out by Kumat, is important because over 70 per cent of the appellants before the tribunal were non-gazetted government servants, at least in one Year, 1977-78.—*Reproduced from editorial.*

ADMINISTRATIVE DECENTRALISATION

KOTHARI, RAJNI. An unfulfilled commitment. *Radical Humanist*, 44(5) Aug. 80, p.19-21.

NIGAM, R.L. On decentralisation—a statement. *Radical Humanist*, 44(5) Aug. 80, p.23-6.

ADMINISTRATIVE REORGANISATION

VOHRA, S.C. Organisational analysis for effectiveness: a case productivity, 21(1) Apr. June 80, p.111-16.

ADULT EDUCATION

DUBE, S.C. Adult education programme: a misdirected endeavour. *Times of India*, 7 July 80, p.6.

AGRICULTURAL CREDIT

BALASUBRAMANIAN, V. Debts are for writing off. *Hindustan Times*, 17 July 80, p.7.

GANGULY, A.K. Plugging loopholes in rural credit. *Amrita Bazar Patrika*, 29 Aug. 80, p.4.

JOSHI, PREM LAL. U.P. hill areas: Commercial banks and farm financing. *Mainstream*, annual 80, p.152-5.

MEHTA, BALRAJ. Problem of planning rural credit. *Amrita Bazar Patrika*, 28 July 80, p.6.

RAWAT, E.F. Agricultural financing by commercial banks in India. *Journal of the Indian Institute of Bankers*, 51(1) Jan.-Mar. 80, p.9-16.

AGRICULTURAL EXTENSION

GUTTMAN, JOEL M. (Hebrew Univ. Israel). Villages as interest groups: the demand for agricultural extension services in India. *Kyklos*, 33(1) 80, p.122-41.

This paper analyses allocations of agricultural extension services in India in terms of a model of villages as political interest groups. The empirical evidence is viewed in the light of two competing models of the distribution and quantity of public goods: the 'efficiency' model of HAYAMI and RUTTAN (1971), and the 'interest group model' of the newly developed literature on economic regulation. It is argued that in villages that are relatively remote from competitive markets, large landholders may be able to induce landless farmers to support the provision of extension services, because of dependence of the landless farmers on the landowners for jobs and credit. In the absence of this 'dependency structure', the free-rider problem would tend to prevent the village from acting collectively. This hypothesis is supported with evidence that villages with relatively large proportion of landless farmers are more likely to receive extension services, *ceteris paribus* this relationship holds only in villages that are relatively far from links to competitive markets. It is also found that highly educated farmers receive more extension services,

despite evidence from previous studies that education and extension are substitutes in agricultural production. These results and other evidence support the interest group model over the efficiency model, which holds that efficiency considerations are the main determinants of government behaviour.—*Reproduced*.

PRASAD, C. Agricultural extension curriculum and change agents: some new guidelines. *Journal of Higher Education*, 5(1) Monsoon 79, p.75-88.

AGRICULTURAL MARKETING

JAGDISH PRASAD. Agricultural marketing in Bihar: socio-economic constraints. *Yojana*, 24(13)16 July 80, p.24-5.

AGRICULTURAL RESEARCH

CHAMOLA, S.D. Agriculture research. *Economic Times*, 14 July, 80, p.5, 15 July 80, p.5.

AGRICULTURE

NANDA, A.K. Farm subsidies and skewed output pattern. *Capital*, 185(4624) 8 Sept. 80, p.5-6.

SATVIR SINGH and J.J. RAY. Modernization and development among Indian farmers: a modern proof of some old theories. *Economic Development and Cultural Change*, 28(3) Apr. 80, p.509-21.

AGRICULTURE, COOPERATIVE

SWAMINATHAN, M.S. Role of co-operative in promoting agricultural development, *Co-operative Perspective*, 14(4) Jan.-Mar. 80, p.9-15

AIR LINES

GARNER, M.R. British Airways and British Aerospace; Limbo for two enterprises. *Public Administration*, 58, Spring, 80, p.13-24.

AIR POLLUTION

PASCA, T.M. Confronting air pollution. *Ceres*, 13(1) Jan.-Feb. 80, p.40-6.

ANNEXATION OF TERRITORY,
MUNICIPAL

CHERRY, GORDON E. and JOYCE LONG. The work of the Local Government Boundary Commission for England. *Local Government Studies*, 6(2) Mar.-Apr. 80, p.40-2.

ANTYODAYA PROGRAMME

BHATNAGAR, P.S. and DEEPAK BHATNAGAR. Antyodaya: an attempt towards rural development, *Prashasika*, 8(2-3) Apr.-Sept. 79, p.45-9.

ARID REGIONS

JODHA, N.S. The processes of desertification and the choice of interventions. *Economic and Political Weekly*, 15(32) 9 Aug. 80, p.1351-6.

ARTISANS

NAGAIYA, D. Development strategy for rural artisans. *Kurukshetra*, 28(23) 1 Sept. 80, p.20-3.

SRINIVASAN, E.S. Rural artisans in Tamil Nadu. *Madras Development Seminar Series Bulletin*, 10(8) Aug. 80, p.377-93.

ASIA-POLITICS

KOIHARI, SHANTILAL. Asian politics. *National Herald*, 15 Sept. 80, p.7, 16 Sept. 80, p.7.

AUDITING

LOCKE, STUART. A note on the appointment of local government auditors. *Public Sector*, 3(2) Autumn 80, p.16-17.

BACKWARD CLASSES

MANOR, JAMES. The revolt of India's backward classes. *New Society*, 51(907) 21 Feb. 80, p.386-7.

BANKS

ASHAKANT. Bank branches: criteria for performance evaluation. *Economic Times*, 19 July 80, p.5.

DUTTA, K.P. Keeping an eye on bank branches. *Amrita Bazar Patrika*, 3 July 80, p.5.

ELEVEN years of nationalised banking (A Feature). *Eastern Economist*, 75(3) 18 July 80, p.211-30.

Contents: Banks as instruments of growth, by K.K. Ammannaya: Bank finance for rural development, by S. Vasudeva Shetty and T.K.T. Acharya, commercial bank finance for cotton: a case study, by B. Subba Rao and M.M. Bhalerao.

MARWAHA, V.N. Time ripe for reorganisation of banks. *Economic Times*, 9 Aug. 80, p.5.

NAMBIAR, P.C.D. Banking policy: which direction? *Commerce*, 141(3613) 20 Sept. 80, p.548-54.

PRABHAKAR, ROHIT K. Magnitude of marketing concept in public sector banks. *Lok Udyog*, 14(3) June 80, p.51-4.

BANKS, CENTRAL

MORAN, MICHAEL. Parliamentary control of the Bank of England. *Parliamentary Affairs* 33(1) Winter 80, p.67-78.

BEHAVIOURISM

SICINSKI, ANDRZEJ. Theoretical assumptions of empirical research of specific ways of everyday life (styles of Life). *Greek Review of Social Research*, (35) Jan.-Apr. 79, p.67-74.

SINHA, DHARNI P. and PURNIMA SINHA. Controversial issues in applied behavioural science in India: a discussion. *Indian Journal of Training and Development*, 10(2) Apr.-June 80, p.57-73.

BILL DRAFTING

KRISHNAMURTHY, G.V.G. Methodology of legal drafting: need for pragmatic approach. *All India Reporter*, 67 (800) Aug. 80, p.81-5.

BIRTH CONTROL

CHHABRA, RAMI. Family planning, *Statesman*, 18 July 80, p.6, 19 July 80, p.6.

CHHABRA, RAMI. Putting family planning back in perspective. *Voluntary Action*, 23(7) July-Aug. 80, p.55-8.

DAS, NABAGOPAL. The death of family planning in India. *Amrita Bazar Patrika*, 25 July 80, p.6.

GULATI, LEELA. Family planning in a semi-rural squatter settlement in Kerala: marked preference for female sterilisation. *Economic and Political Weekly*, 15(28) 12 July 80, p.1180-8.

BOARDS AND COMMISSIONS

FLORESTANO, PATRICA S. and VINCENT L. MARANDO. Urban problems from state commissions: a research note. *Urban Affairs Quarterly*, 15(3) Mar. 80, p.335-44.

BONUS

DAS, NABAGOPAL. Bonus ordinance: will it bring stability? *Amrita Bazar Patrika*, 16 Sept. 80, p.4.

BUDGET

BHANDARI ARVIND. Pakistan's budget: growth target of 6.6 per cent. *Commerce*, 141(3605) 26 July 80, p.147-51.

BHATIA B.M. Union budget: an economic analysis. *Yojana*, 24(13) 16 July 80, p.7-11.

DAYAL, ISHWAR. Government budget; introducing a development perspective. *Economic Times*, 11 Aug. 80, p.5.

JAGANNATHAN, N.S. Development-oriented budget. *Indian and Foreign Review*, 17(18) 1 July 80, p.9-10.

JHAVERI, N.J. Decline of Union budgets; the budget for 1980-81. *Economic and Political Weekly*, 15(28) 12 July 80, p.1189-96.

KIRLOSKAR, S.L. Budget will reduce job opportunities. *Amrita Bazar Patrika*, 18 July 80, p.4.

MEHTA, BALRAJ. New philosophy of the budget. *Indian Express*, 11 July 80, p.6.

MURTHY, GURUPRASAD. A study of the budget, *Business Standard*, 1 Aug. 80. p.5; 2 Aug. 80, p.5; 4 Aug. 80, p.5.

PALKHIVALA, N.A. The union budget, 1980-81. *Public Affairs*, 23(9) Sept. 80, p.138-48.

RAJ KRISHNA. The budget and the plan. *Indian Express*, 7 Aug. 80. p.6.

RANGACHARI, K. Budget and the plan. *Yojana*, 24(13) 16 July 80, p.4-5.

RAY, H.N. The budget. *Business Standard*, 10 July 80, p.5; 11 July 80, p.5.

THAKUR, SHRINIVAS Y. The budget. *Business Standard*, 12 July 80, p.5; 14 July 80, p.5; 15 July 80, p.5.

UNION budget 1980-81. *Mainstream*, 18(44) 28 June 80, p.6-13, 34.

Contents: Neither social nor economic logic, by S.K. Goyal; Growth-oriented anti-inflationary, by C.H. Hanumantha

Rao; Old game in new style, by Kamal Nayan Kabra; Policy reversal plus new distortions, by Balraj Mehta.

UNION budget 1980-81—a survey. Commerce, 14(3603) 12 July, 80. p.3-103 (Entire issue).

Contents: Profile of the Union budget: 1980-81; No indicator of economic policies, by D.T. Lakdawala; Built in 15 per cent inflation, by P.R. Brahmananda; New approach to investment incentives needed, by M.P. Chitale; The budget and the plan, by J.D. Sethi; Plan: greater outlay needed, by Bhabatosh Datta; A sunshine budget with a few clouds, by Alok Ghosh; Budgetary sobriety at last, by B. Natarajan; No strategy for growth, by P.C. Randeria; On improving effectiveness of governmental expenditure, by subhash Chandra Sarker; Windowdressing of budgetary gap, by Arvind Bhandari; Budget reactions; States: selected economic indicators; The Finance minister's budget speech; Economic survey 1979-80; deficit financing contributed to inflation; Taxation proposals, Budget statistics.

BUDGET-PROCEDURE

KHANDELWAL, N.M. Performance budgeting—a tool of management. Management Accountant, 15 (1) Jan. 80, p.29.

BUDGET, CAPITAL

BOHREN, OYVIND. Capital budgeting with unspecified discount rates. Scandinavian Journal of Economics, 82(1) 80, p.45-58.

CONINE, THOMAS E., JR. Debt capacity and the capital budgeting decision: a comment. Financial Management, 9 (1) Spring 80, p.20-2.

GUPTA, G.S. Capital budgeting and risk. Management Accountant, 15(1) Jan. 80, p.21-2.

MARTIN, JOHN D. and DAVID F. SCOTT, JR. Debt capacity and the

capital budgeting decision: a revisitation. Financial Management, 9(1) Spring 80, p.23-6.

SCHALL, LAWRENCE D. and GARY L. SUNDEM. Capital budgeting methods and risk: a further analysis. Financial Management, 9(1) Spring 80, p.7-11.

WESTON, J. FRED and NAI-FU-CHEN. A note on capital budgeting and the three Rs. Financial Management, 9(1) Spring 80, p.12-13.

BUDGET, DEFICIENCY

RAJAGOPALAN, R. Budgetary deficits of the government of India. Chartered Accountant, 28(12) June, 80, p.1055-8.

BUREAUCRACY

BOSETZKY, HORST. Forms of bureaucratic organization in public and industrial administration-trends in the federal Republic of Germany. Social Science Information, 19(1) 80, p.107-37.

DORAISWAMY, P.K. The riddle of the rearing red tape. Hindu, 4 Aug. p.7.

Red-tape in government evokes a degree of condemnatory consensus among citizens. There is a clamour for the abolition of red-tape and bureaucracy. The purpose of this article is to try and expose the stuff of which red-tape is made and examine whether it can at least be attenuated if not abolished. In government, cost and benefit are usually looked at as absolute and unconnected concepts and cannot always be set off one against the other. The human and perpetual dimensions are the crucial parameters in government systems and the shortcomings in these areas act as 'image intensifiers' of red-tape. These shortcomings are explained in this article.

D'SOUZA, J.B. Social change: can bureaucracy deliver the goods? Economic Times, 23 July 80, p.5.

Though a number of welfare policies have been introduced in India since Independence, more than half our number is still below the poverty line, while for the failure of the policies the politicians blame the bureaucracy, the bureaucrats blame their political masters, though not quite so loudly. The shortcomings behind some policies are examined. One cannot blame the politicians or civil servants exclusively for the misdirection in our policies. Dedication among civil servants is ignored by our training institutions. Over the years the civil servants have become less and less concerned with results and are obsessed with procedures and negative aspects of the regulations.

GHANDI, RAJMOHAN. Bureaucracy and the people. Indian Express, 21 Aug. 80, p.6.

✓ HARGOPAL, G. and CH. BALA RAMULU. (Kakatia University, Warangal). Social composition of rural development bureaucracy in a district of Andhra: a note. Prashanika, 8(2-3) Apr.-Sept. 79, p.38-44.

This brief study reveals that the rural development bureaucracy in the Warangal district of Andhra Pradesh is manned by officers who were relatively young in age. Educationally the Extension Officers and Block Development Officers possessed reasonably impressive qualifications while Village Development Officers had minimum qualification of matriculation without any specialization in rural development. Caste-wise, it was largely forward caste based bureaucracy with some representation to the backward castes. But the representation to scheduled Castes and Scheduled Tribes is negligible. There was an impressive representation to people with rural background although there were about one-third of the officers from urban areas. Further, more than half of the officers came from families which did not possess any land nor were they dependent on agricultural profession. The land and income particulars convincingly indicate that the

bureaucracy was predominantly middle class in nature. -- *Reproduced.*

KHANNA, K.K. Reorientation of bureaucracy: the psychology of prosperity and growth. Economic Times, 10 Sept. 80, p.5.

Bureaucratic organisations are inherently incapable to achieve development. For different socio-political and administrative reasons, the bureaucracy is permitted to assume increasing powers and has obtained a free hand in planning for growth in its own way even though the methods and concepts it employed were not practicable. The inherent nature of bureaucracy is status quo-oriented and it resists change. Since new aims and objectives are assigned to the bureaucracy, old methods of working, old solutions and old policies must give way to more innovative and non-traditional methods of working and policy making. The bureaucracy must be "humanised". A major behavioural change on the part of bureaucrats is required. They must recognise that they are to serve the people and not rule them.

OYUGI, WALTER OUMA. (Nairobi Univ.) Bureaucracy and rural development in Africa. Indian Journal of Public Administration 26(2) Apr.-June 80, p.418-42.

East African countries took up rural reconstruction on a priority basis as they emerged from colonial domination. The three countries which particularly went ahead in this respect are Kenya, Tanzania and Zambia. All the three had an administrative frame on the colonial pattern with its limited objectives, and the erstwhile administration did not concern itself much with development matters. Oyugi traces the role of the bureaucracy in the new set-up and evaluates its contribution to the economic and social development of the countries in its charge. He writes in detail about the Kenyan experience and comes to the conclusion that in several respects the bureaucracy did not rise to the occasion. The

expected development in these countries in Africa has not taken place. From this angle it is pertinent to point out that if the bureaucracy failed it was not always just because of its inherent structural or functional weaknesses. The failure is to a large extent due also to the unstable political system obtainable in these countries, unclear societal aims and perhaps, also due to the fact that the countries were not clear precisely about what development meant in operational terms. — *Reproduced from editorial.*

✓ PAPACHRISTOW, GERALD C. (Mississippi Univ.). The Indian extension staff: the case for revitalising the rural bureaucracy. *Indian Journal of Public Administration*, 26(2) Apr.-June 80, p.303-19.

Papachristou argues for revitalising the extension bureaucracy in India because of the drawbacks and weaknesses in its set-up and functioning. . . He speaks of bribery and political interference among the extension staff and goes further to lay bare the institutional weaknesses and lack of coordination between the several departments and agencies dealing with rural development. — *Reproduced from editorial.*

✓ RUBIN, HERBERT J. (Northern Illinois Univ.). Rules, regulations, and the rural Thai bureaucracy. *Journal of Southeast Asian Studies*, 11(1) Mar. 80, p.50-73.

An attempt is made here to explain the influence of values on the ways in which formal regulations can be used to assert hierarchical control. The discussion is restricted to questions concerned with how superordinates achieve control over subordinates in organisations. The author has explored the relationship between substantive rules and formal regulations in three bureaucratic contexts, briefly in the French and American cases, and with more detail in the Thai case.

SINGH, SAKENDRA PRASAD. (Bhagalpur Univ.). Bureaucracy and political development in India: a critique. *Prashastika*, 8(2-3) Apr.-Sept., 79, p. 26-37.

The four problems involved in political development are—state building, nation building, participation and distribution. The author says that the issues of participation and distribution pose real challenges to the political development in India. The power to take decisions is concentrated in a few hands, namely top political elites, high echelon of bureaucracy, and industry-trade-business combine. This is antithetical to the implications of democratic processes. In fact, democracy is meaningless in the context of vast economic inequalities. Indian bureaucracy has not made any meaningful contribution towards the development of a viable system of participation and distribution. This problem is examined under three heads, (1) bureaucratic resistance to change, (2) the tradition of Indian bureaucracy, and (3) Social, economic and educational background of Indian bureaucracy. The old conceptual distinction between politics and administration is losing its ground. With the evergrowing range and variety of governmental functions, especially in the developing countries, the bureaucracy is increasingly involved in politics in the sense of policy-making. As such, both the politicians and the bureaucrats are equally responsible for lapses in the public policies. The tradition, background, anti-change attitude and special positions of the bureaucrats are to a great extent responsible for the deplorable conditions obtaining in our country. As government's policies are becoming increasingly egalitarian, socialistic and welfare-oriented, there is an urgent need for radical attitudinal changes on the part of our bureaucrats.

VENKATESH, M. Bureaucratic structure: impact on organisational effectiveness. *Economic Times*, 18 July, 80, p.5.

The traditional bureaucratic structure has come under heavy criticism in the modern management era. In this article the impact of bureaucratic structure upon organisational effectiveness is analysed and the traditional theories of organisation are briefly explained. After pointing out the

principles of bureaucratic organisations and the attributes of bureaucratic official's position it is asserted that bureaucratic organisations operate more efficiently than alternative systems of administration. The efficiency increases to the extent the execution of official tasks is depersonalised.

CAPITAL PUNISHMENT

BAILEY, WILLIAM C. Deterrence and the celerity of the death penalty: a neglected question in deterrence research. *Social Forces*, 58(4) June 80, p.1308-33.

VENKATESWARAN, K.S. Amnesty on capital punishment. *Radical Humanist*, 44(3) June 80, p.25-8.

CASTE

CHAUDHARY, ANIL. Peasant castes in changing political context. *Mainstream*, 18(46) 12 July 80, p.23-7.

DUSHKIN, LELAH. Caste associations in Bangalore. *Economic and political Weekly*, 15(37) 13 Sept. 80, p.1551-7.

CHILD PSYCHOLOGY

EL'KONIN, D.B. Achievements and problems in the further development of child psychology in the USSR. *Soviet Review*, 20(1) Spring 79, p.15-36.

CITIES AND TOWNS

BERLER, ALEXANDER. Take-off stage in the development towns in Israel. *ITCC Review*, 9(1-33) Jan. 80, p.21-32.

PATWARDHAN, J.R. Bombay city—its haphazard growth. *Bombay Civic Journal*, 27(6) Aug., 80, p.4-8.

CITIZEN PARTICIPATION

HEREDERO, J.M. Relationship between technical inputs and people's participation. *Social Action*, 30(3) July-Sept. 80, p.250-61.

SAINT, KISHORE. (Siva Mandir, Udaipur). Development and people's participation. *Social Action*, 30(3) July-Sept. 80, p.219-26.

Development is still primarily an economic concept concerned with the production and distribution of goods and services in a more or less integrated system controlled by various oligarchies as partners in the exercise of state power. The participation of the masses in this kind of development is like the participation of bullocks in ploughing by the farmer. In this realistic framework, the author outlines a perspective on development which would ensure at the masses of the rural and urban poor not only liberation from economic exploitation but improved quality of life, cultural regeneration, social justice and political power. To achieve this people-centred development, a strategy is proposed for the growth of people's movements that would enhance the capacity of unorganised workers and peasants in the struggle for a more human future. —*Reproduced*

TUCKER, DAVID J. Coordination and citizen participation. *Social service Review*, 54(1) Mar. 80, p.13-30.

CITY MANAGERS

ABNEY, GLENN. Local chief executives: roles in the inter-governmental administrative process. *Administration and Society*, 11(4) Feb. 80, p.393-410.

CITY PLANNING

AMOS, FRANCIS J.C. Physical planning. *Local Government Studies*, 6(2) Mar.-Apr. 80, p.83-6.

FLYNN, NORMAN. Planning for urban growth in the third world. *Town and Country Planning*, 49(2) Feb. 80, p. 57-9.

GHOSE, SANTOSH. The metamorphosis of Calcutta: strategies for development. *Nagarloek*, 12(2) Apr.-June 80, p. 67-80.

GHOSH, BIJIT. Calcutta 2,000: a strategy for regional development. Nagarlok, 12(2) Apr.-June 80, p.61-6.

GHOSH, D.N. Calcutta metropolitan district-2,000 A.D. Nagarlok 12(2) Apr.-June 80, p.50-60.

MENEZES, LOUIS. Management of metropolitan development—the Madras experiment. India International Centre Quarterly, 7(2) June 80, p.115-20.

PANDE, B.D. A new urban policy? Commerce, 141(3610) 30 Aug, 80, p.440.

SEN, TAPANENDRA CHANDRA. Urban law and impact of the urban (land ceiling and regulation) act on urban development. Calcutta Municipal Gazette, 98(8) 9 Aug. 80, p.1719-32.

SHAW, ROBERT. The future of cities. India International Centre Quarterly, 7(2) June 80, p.101-8.

SPENCER, KENNETH M. Inner city policy and urban development corporations. Local Government Studies, 6(2) Mar.-Apr. 80, p.47-50.

WHITE, PAUL. Urban planning in Britain and the Soviet Union: a comparative analysis of two planning systems. Town Planning Review, 51(2) Apr. 80, p.211-26.

CIVIL LIBERTIES

KRISHNA RAO V. Fundamental rights and constitution. Radical Humanist, 44(3) June 80, p.20-4.

CIVIL MILITARY RELATIONS

THAPAN, M.L. The army: how far to aid civil authority, Statesman, 3 Aug. 80, p.6.

CIVIL SERVICE

ALLOTT, D.J. Central management services in a devolved administration. Manage-

ment Services in Government, 35(1) Feb. 80, p.34-40.

The functioning of the Management Services Division of the Government of Northern Ireland's Department of Civil Service is described in this paper.

HAMILTON, GRAY G. and NICOLE WOOLSEY BIGGART. Making the dilettante an expert: personal staffs in public bureaucracies. Journal of Applied Behavioural Science, 16(2) Apr.-June 80, p.192-210.

Personal staffs of political leaders play an increasingly important role in modern government. Although much publicized, personal staffs are, however, one of the least studied aspects of government. This paper brings together the anecdotal writings of political observers, the formulations of organizational theorists, and the historical analyses of historians and sociologists in an attempt to develop an ideal-typical model of personal staffs. The authors suggest that personal staffs in modern government are a means of mitigating the dilettantism of political leaders in their relations with competing power groups, including the public bureaucracy.—*Reproduced.*

KHANNA, H.R. The civil service: replacing the backbone. Hindustan Times, 5 Sept. 80, p.9.

Civil service provides continuity to the administration and keeps the government as a going concern. It is essential that civil services do not get caught in political wranglings. Attempts have been made to politicise the services and identify officials with different political parties. Initially this phenomenon was confined to the States, but since 1977 this baneful trend has appeared in Central Secretariat also. Another unwholesome practice is out of turn promotions. Efficient civil service is vital for the success of democratic institutions and is possible if the civil servants are kept aloof from political alignments.

KHOSLA, G.D. Civil servants dilemma: salvaging a noble legacy. *Statesman*, 3 Sept. 80, p.6.

The function of a civil servant is to assist the government loyalty in implementing its policies to the best of his ability. His loyalty consists in serving the minister diligently and honestly, and not in saying yes to his suicidal proposals. The author is grievously pained to see the civil servants collapsing and disintegrating under the incessant bludgeoning of self-seeking politicians. He describes the civil service's inherent virtues and proud traditions, laments its demoralizations, and pleads for a return to earlier standards of integrity and dedication.

OKOLI, FIDELIS. (College of Education, Nigeria). The Nigerian constitution 1979 and the future structure of the Nigerian civil service. *Journal of Administration Overseas*, 19(1) Jan. 80, p.28-36.

The constitution empowers the President of the Federation to appoint, among other officials, (1) the Secretary to the Government of the Federation, and (2) the Head of the Civil Service of the Federation. The first post is political and the second is held by a career officer. These two posts call for different Public postures and compartment, and ideally should be occupied by two different individuals. In this paper the existing structure of civil service is briefly reviewed and the aspects of relationship between Secretary to the Government and Head of the Civil Service is examined. An attempt is made to sketch a model of complementary relationship which seems to be appropriate and laudable.

RUDRA, DIPAK. Gods with feet of clay: temptations of the middle years. *Statesman*, 9 Aug. 80, p.6.

In this article the author gives and inside view of the Indian Administrative Service which he joined in 1963 and describes how early illusions peter out until frustrated civil servants are anxious to make compromises for advancement.

TUMMALA, KRISHNA K. (Montana State Univ.) Collective bargaining in the American public service. *Indian Journal of Public Administration*, 26(2) Apr.-June 80, p.320-35.

Public service in the United States has long been kept out of the pale of collective bargaining on several grounds, including the two-pronged dilemma of the manager or the higher civil service man himself being an employee but having to speak for and defend the employer as part of the management team. And the employee, who is at once a tax payer, an elector and a client, bargaining with himself in the ultimate analysis. This dilemma, as Tum-mala analyses, has not, however, stood in the way of the service gradually being given the right of collective bargaining from the days of President Kennedy through those of President Johnson and President Nixon till the passing of the Civil Service Reform Act of 1978. Several agencies have been created under the Act to ensure fair labour-management relations in the civil service. But it is not clear whether the right to strike by public servants at the federal level is conceded. However, methods of avoiding strikes are pursued by providing for alternative means of redressing staff grievances. The US civil service is, nevertheless, supposed to have come far away from the old days, under the statutory provisions now governing labour management relations in the service. The 1978 Act provides for fair and simple grievance procedures and arbitration along with several other provisions such as the setting up by the President of the Federal Labour Relations Authority, a bi-partisan body in the political sense, entrusted with establishing policies and guidelines for labour management relations in the public service. —*Reproduced from editorial.*

CIVIL SERVICE AND LEGISLATORS

BOYLE, LORD. Ministers and the administrative process. *Public Administration*, 58, Spring 80, p.1-12.

The study of political institutions and theories connected with it, requires accumulation of instances which can be learnt from ex-ministers through the key episodes in their departments. Ministers and permanent administrators play an integral role in the policy-making process and as such a complementary cooperation between them is an essential pre-condition of good government. Essential qualities for a minister are pointed out and the different types of decisions taken in government departments and the minister's relationship with those decisions is analysed. This is an address to the Annual General Meeting of the Royal Institute of Public Administration on 25th Oct. 1979.

BUCH, KUSUM. The decline of the civil services. *Indian Express*, 22 Sept. 80, p.6.

As a result of interference in administration by politicians, gradually a feeling has grown that the road to advancement lies through patronage. A stage has come when the system itself has begun to fail, even to disintegrate. Nowhere does the constitution subordinate the officers of the executive government to the legislature or to its individual members. The legislators by becoming a party to or the instigators of bureaucratic action at the field levels turn the civil servant into an inefficient instrument for implementation. The civil service has to carry out the political will of the party in power but certainly not the whims of individual party members.

LIPSEY, DAVID. Who's in charge in Whitehall? *New Society*, 52 (916) 24 Apr. 80, p.155-7.

When a minister pursues the policies mentioned in the manifesto, he runs into a brick wall, constructed by the civil servants of the day. The ministers drift on the stream of affairs and before long the manifesto disappears from sight. There is a continuous dialectic between politicians committed to rapid change and a more evolutionary whitehall approach. The issue of bureaucratic manipulation is briefly

discussed and suggested that more open government can be a more radical one.

COALITION GOVERNMENTS

NORPOTH, HELMUT. Choosing a coalition partner; mass preferences and elite decisions in West Germany. *Comparative Political Studies*, 12(4), Jan. 80, p.424-41.

COLLEGES AND UNIVERSITIES

GARRETT, C. JAONNE and LARRY N. GARRETT. Policy analysis as an adjunct tool in the prevention or resolution of managerial crises in higher education. *Journal of Higher Education*, 5(1) Monsoon 79, p.13-19.

NIRMAL SINGH. A perspective on higher education in India—the case of private control, *Journal of Higher Education*, 5(1) Monsoon 79, p.21-31.

COMMONWEALTH OF NATIONS

SEN, SAMAR. The commonwealth role at the United Nations: how the secretariat could help. *Round Table*, (277) Jan. 80, p.10-17.

COMMUNICATION IN MANAGEMENT

SHARMA, JITENDERA M. Superior-Subordinate communication. *Indian Management*, 19(8) Aug. 80, p.8-15.

COMMUNITY DEVELOPMENT

DEVA RAJ. Perspectives of the urban community development programme. *Nagarloek*, 12(2) Apr.-June 80, p.9-23.

A significant feature of India's urban population is its dimension and size in spite of its relatively low percentage to the total population. This massive dimension of the urban population, the rapid rate of increase and its relative concentration have manifested themselves in serious deterioration

in the urban conditions of living. India's urban centres suffer from over-urbanization in the sense that they have far too many people for their economic base and service infrastructure to sustain. As a result the city has become notorious for its slums, over-crowding, insanitation, growing backlog of civil amenities, etc. Urban Community programmes have immense potentialities to bring about social and environmental change in urban areas, but the part that the communities can play in improving their conditions with government help has not been fully appreciated. The recommendations in the Evaluation Report on Urban Community Development submitted in 1972 are discussed. This paper was prepared for the National Seminar on Urban Community Development held at the Gandhi Peace Foundation, in February 1973.

COMMUNITY LIFE

DHAWAN, SUNIL K. The impact of development efforts on the environment: a case study from India. *Human Futures*, 3(2) Summer 80, p.147-59.

NOE, SAMUEL V. The face of old Lahore: logical traditions and modern transformations. *India International Centre Quarterly*, 7(2) June 80, p.67-74.

SHAFI, SAYED S. Traditional Indian urban communities—Shahjahanabad: improving the quality of life. *India International Centre Quarterly*, 7(2) June 80, p.75-86.

COMPUTERS

CAFFERY, L.J. Extending the life of computers in government. *Management Services in Government*, 35(1) Feb. 80, p.29-33.

PEDDER, R.A., D.D. MCNAUGHTON and K.C. NAGAN. How computers are helping China—light and power. *Management Services*, 24(3) Mar. 80, p.12-17.

PERRY, JAMES L. and JAMES N. DANZIGER. The adaptability of innova-

tions: an empirical assessment of computers applications in local governments. *Administration and Society*, 11(4) Feb. 80, p.461-92.

RAO, P.V.S. Computers and their impact on society. *Society and Science*, 3(2) Apr.-June 80, p.49-53.

CONSTITUTIONAL LAW

HART, HENRY C. The Indian constitution: political development and decay. *Asian Survey*, 20(4) Apr. 80, p.428-51.

CONSTITUTIONS—AMENDMENTS

NOORANI, A.G. Reviewing fundamental rights. *Indian Express*, 5 Sept. 80, p.6.

RAMAMURTHI, M.K. Constitution: air and scope of amending process. *Mainstream*, 18(52) 23 Aug. 80, p.7-10.

SAHAY, S. Constitutional harmony. *Statesman*, 8 Aug. 80, p.6.

CONSUMER PROTECTION

BOOL CHAND. Consumer protection. *Radical Humanist*, 44(5) Aug. 80, p.59-61.

RAJGOPAL, R.M., ASHOK JAIN and R. NAKARA. Managerial responsibilities for consumer protection. *Indian Management*, 19(5) May 80, p.7-22.

COOPERATION

SAH, A.K. Co-operative organisations: stress and strains. *Khadi Gramodyog*, 26 (11) Aug. 80, p.504-10.

SAXENA, S.K. Recent trends in world co-operative movement. Co-operative perspective, 14(4) Jan.-Mar. 80, p.1-8.

CO-OPERATIVE SOCIETIES

ONDKAR, SHAILENDRA. Autonomy of the co-operative societies. Co-operative Perspective, 14(4) Jan.-Mar. 80, p.44-6.

CORRUPTION, POLITICAL

MOODIE, GRAEME C. On political scandals and corruption. Government and Opposition, 15(2) Spring 80, p.208-22.

COUNCILMEN

COLLINS, C.A. Councillors attitudes: some research findings. Local Government Studies, 6(2) Mar.-Apr. 80, p.35-40.

CRIMINAL INVESTIGATION

NATH, T. Justice delayed: the police role. Hindustan Times, 5 July 80, p.7.

The backlog of cases pending investigations is mounting throughout the country. Extra-departmental powers are compounding the delays and inefficiency. The responsibility for quick disposal of complaints should be imposed on higher ranks in the police hierarchy. The reasons behind delay are pointed out and it is suggested that the panchayat system can play a useful role in cutting down the load of pendency. Improvement is necessary in the writing of case diaries by the police officers.

DEBTS, PUBLIC

RELE, SUBHASH J. The mounting public debt Service Charges grow apace. Business Standard, 23 July 80, p.5.

DECISION MAKING

CHATTOPADHYAY, GOURANGA P. Creative decision-making. Economic Times, 18 Aug. 80, p.5, Aug. 80, p.5.

HOLSAPPLE, CLYDE W. and HERBERT MOSKOWITZ. A conceptual framework for studying complex decision processes. Policy Sciences, 12(1) June 80, p.83-104.

IMAM, ZAFAR. (Jawaharlal Nehru Univ. New Delhi). Decision-making in the U.S.S.R. today—towards a framework. Indian Journal of Public Administration, 26(2) Apr.-June 80, p.336-46.

The decision-making procedure in the USSR, as Zafar Imam describes, is conditioned by the political system as obtained in that country. Centralism is the essential feature of that system; its economic base is the socialist ownership of the means of production and its socio-political base is the absence of antagonist social classes. In its operational form, this political structure means collective leadership and unified authority. Within this broad political frame, interlinking institutions and agencies function, at different levels and interact with each other in the process of policy formulation. Zafar Imam describes in detail the working of this process but emphasises that Local Soviets are the base of the Soviet political system, and they represent the masses. The process of economic decision-making, in turn, consists of a series of interaction among various units in the economy such as the Gosplan, the industrial ministry, the economic enterprises, etc.—*Reproduced from editorial.*

DEFENCE, NATIONAL

GUPTA, INDRAJIT. Defence structure: any options? Mainstream, annual 80, p.42-4.

THOMAS, RAJU G.C. The armed Services and the Indian defense budget. Asian Survey, 20(3) Mar. 80, p.280-97.

DISTRICT ADMINISTRATION

SAKSENA, N.S. Why district set-up is running down. Times of India, 25 Sept. 80, p.6.

DROUGHT

JAIWAL, N.K. Development of drought prone areas. Kurukshetra, 28(21) 1 Aug. 80, p.25-33.

DRUGS

D'MONTE, DARRYL A. Branded drugs on the way out? Indian Express, 18 July 80, p.6.

KHANNA, K.C. Why drug prices must go up: high cost of government's lapses. Times of India, 2 Sept. 80, p.6.

ECONOMIC ASSISTANCE

BARMAN, KIRAN. Is foreign aid unavoidable? Yojana, 24(13) 16 July 80, p.15-16.

DEY, SISIR KUMAR. Overseas aid: through a glass darkly. Statesman, 3 July 80, p.6.

HUIZER, GERRIT. Trilateralism as a strategy to maintain: third world dependency: an incentive to agrarian unrest. Human Futures, 3(2) Summer 80, p.160-7.

MEHTA, BALRAJ. Soliciting foreign aid. Amrita Bazar Patrika, 22 July 80, p.6.

NANDKEOLOYAR, SHYAM NATH. Debt servicing in India. Yojana, 24(16) 1 Sept. 80, p.17-18, 20.

WIESEBACH, HORST PAUL. Mobilization of development finance: promises and problems of automaticity. Development Dialogue, (1) 80, p.5-28.

ECONOMIC DEVELOPMENT

BALASUBRAMANIAN, V. Small thinking on growth. Hindustan Times, 24 July 80, p.7.

BRANDT, WILLY. North-south dialogue: a programme for survival. Indian Worker, 28(45-6) 18 Aug. 80, p.69-76.

DAS GUPTA, K.K. Decade of economic reform in Soviet Union and ideology of socialist economy 1965-1975. Mainstream, 18(46) 12 July 80, p.15-20.

DUBE, S.C. Problems of nation building. Times of India, 30 June 80, p.6, 1 July 80, p.6.

FRANK, ANDRA GUNDER. Development of crisis and crisis of development:

living in the real world. Economic and Political Weekly, 15(5-7) Feb. 80, p.229-44.

FRANK, ANDRE GUNDER. North-south and east-west Keynesian paradoxes: Brandt commission's report. Economic and Political Weekly, 15(31) 2 Aug. 80, p.1314-20.

JOSHI, NAVIN CHANDRA. Planning development in third world. Radical Humanist, 44(4) July 80, p.11-14.

KELKAR, VIJAY LAXMAN. India and world economy: search for self-reliance. Economic and Political Weekly, 15(5-7) Feb. 80, p.245-58.

KOTHARI, RAJNI. Environment and alternative development. Alternatives, 5(4) Jan. 80, p.427-75.

MCRAE, TOM. Some thoughts on national development. Public Sector, 3(1) Summer 80, p.5-7.

RAMPHAL, SHRIDATH S. North-south dialogue. Third World Quarterly, 2(3) July 80, p.425-39.

RANGARJAN, S. An epilogue: the Willy Brandt Commission report. Economic Times, 2 Sept. 80, p.5.

SEN, ANIKENDRA NATH. Brandt commission report: if wishees were horses. Economic and Political Weekly, 15(29) 19 July 80, p.1216-17.

ECONOMIC PLANNING

AHUJA, B.L. Planning for optimization. Management Accountant, 15(7) July 80, p.269-70.

BHOOTHALINGAM, S. What's new about the new plan? Indian Express, 4 Sept. 80, p.6.

BRISTOW, JOHN. Aspects of economic planning. Administration, 27(2) Summer 79, p.192-200.

KABRA, KAMAL NAYAN. Approach to Sixth Plan. Patriot, 17 Sept. 80, p.2. 19 Sept. 80, p.2, 23 Sept. 80, p.2.

KOTHARI, SHANTILAL. Planning for development. National Herald, 25 Sept. 80, p.7.

Developing countries can achieve rapid economic transformation only through planning. Moreover, in a democratic set-up, the planning process has also political and administrative implications. Various issues that call for alert leadership at all levels and the interrelated factors that assume importance are pointed out.

LAKDAWALA, D.T. Sixth five-year plan: comparison with 1978-83 draft. Economic Times, 15 Sept. 80, p.5.

LALL, J.S. A strategy for Himalayan development. Man and Development, 2(2) June 80, p.108-15.

MEHTA, BALRAJ. A rolling plan again. Amrita Bazar Patrika, 8 Sept. 80, p.6.

RANGACHARI, K. Planning and growth, the need for continuity. Statesman, 19 Sept. 80, p.6.

SATYA SUNDARAM, I. Issues in block-level planning. Mainstream, annual 80, p.145-9.

SINGH, T.N. Reminiscences of my association with the Planning Commission. Yojana, 24(16) 1 Sept. 80, p.4-6.

SPECIAL, number on 30 years of planning. Yojana, 24(14-15) 15 Aug. 80, p.7-93, (Entire issue).

Contents: Jawaharlal Nehru on nation building; Thirty years of planning: successes and failures, by Narayan Datt Tiwari, Some reminiscences and suggestions on planning, by V.K.R.V. Rau; Key issues in planning for the future, by Tarlok Singh; Indian agriculture tasks for the eighties, by M.S. Swaminathan; Thirty years of indus-

trial development, by Mohd. Fazal. Planning and social justice, by Balraj Mehta; Planning and the private sector, by P. Chentsal Rao; V.T.K. on planning; Indira Gandhi on planned development; Functions of the Planning Commission; Thirty years of planning: a round up; Irrigation, by K.M. Macheshwar, Forestry, by K.G. Bhatia and S.K. Bhargava; Energy, by T. Ramachandran; Science and technology, by Hira Lal, Regional development by Ganga Madhava Rao; Foreign exchange, by K.S. Mehra; An appraisal of public sector projects, by Mridula Krishna, Employment, by D.K. Makvana; Social Welfare, by M.K. Widge; Health, by N.K. Sinha; Nutrition programmes by S. Chakraborty; Tribal development, by B.N. Sahay; Three decades of progress at a glance.

SURI, SURINDER S. Pathology of Indian planning; corruption, Communalism and naxalism. Times of India, 15 Sept. 80, p.8.

UMMAT, R.C. Sixth plan; sizeable inflation inbuilt. Eastern Economist, 75(10) 5 Sept. 80, p.578-81.

VENU, S. Linkages and development planning strategy. Eastern Economist, 75(9) 29 Aug. 80, p.552-4.

ECONOMIC POLICY

BURKI, SAHID JAVED. Sectoral priorities for meeting basic needs. Finance and Development, 17(1) Mar. 80, p.18-22.

EDUCATION

CARNOY, MARTIN. Educational innovation in the third world. Journal of Higher Education, 5(2) Autumn 79, p.141-55.

DUTT, GARGI. Higher education in China. Journal of Higher Education, 5(2) Autumn 79, p.157-66.

KHAN, Q.U. Higher education in India—some issues. Journal of Higher Education, 5(2) Autumn 79, p.167-82.

SATYANARAYANA, P. Reorienting Indian educational system. *Radical Humanist*, 44(3) June 80, p.29-32.

TILAK, JANDHAYALA B.G. Unit cost analysis of higher education in India. *Journal of Higher Education*, 5(2) Autumn 79, p.183-93.

EDUCATION AND STATE

KAMAT, A.R. Critical issues in our educational policy. *Mainstream*, 18(44) 28 June 80, p.15-21.

A brief account of the expansion and spread of education during the post-1947 period is presented and some critical ills of the system are discussed. The ills are: low enrolment and large drop-outs at primary level, failure to fulfil constitutional directive to achieve full adult literacy by 1960; Unevenness in schooling between regions, men and women, etc.; little diversification and vocationalisation at secondary level; uncontrolled enrolment in liberal higher education; mal-administration in most of the high schools and colleges under private management; educated unemployment; language policy, lag in the education of weaker sections; social irrelevance in our system which is unrelated to objectives, etc.

EFFICIENCY, ADMINISTRATIVE

CHATURVEDI, T.N. (IIPA, New Delhi). Administrative performance and accountability. *Productivity*, 21(1) Apr.-June 80, p.81-94.

The crucial test of administrative efficiency lies in the accomplishment of stipulated objectives. Administration is a tool to implement public policy and with ever-expanding government role its impact is getting more extensive. In view of the limited resources and competing and conflicting objectives, administrative performance is of critical importance. No development activity is possible without law and order and adequate revenue base. The

factors which account for the poor performance of projects and programmes are enumerated and it is pointed out that both the political and administrative leadership have a vital role to play in improving administrative performance. The purpose of accountability is to ensure that administrative operations are carried out with economy, efficiency and effectiveness. In the name of accountability, the performance should not become the prisoner of non-decision and procedural rigidities. The actions should not adversely affect the morale in administration and the formal controls should not inhibit initiative for action. This is an abridged version of the lecture delivered in Lucknow University on 7th April, 1980.

ELECTIONS

BAERWALD, HANS H. Japan's 35th House of Representatives election: the LDP toys with a return to 1954. *Asian survey*, 20(3) Mar. 80, p.257-68.

MITRA, SUBRATA KUMAR. Ballot box and local power: elections in an Indian village. *Journal of Commonwealth and Comparative Politics*, 17(3) Nov. 79, p.283-99.

NOORANI, A.G. Poll reform and political decay. *Indian Express*, 19 July 80, p.6.

PRASAD, PRADHAN H. Rising middle peasantry in North India. *Economic and Political Weekly*, 15(5-7) Feb. 80, p.215-19.

ROBINS, ROBERT S. Votes, seats and the critical Indian election of 1967. *Journal of Commonwealth and Comparative Politics* 17(3) Nov. 79, p.247-62.

ROY, AJIT. Seventh Lok Sabha elections. *Economic and Political Weekly*, 15(5-7) Feb. 80, p.227-8.

ELECTRIC POWER

DOGRA, BHARAT. Power crisis and regional boards. *Mainstream*, 18(45) 5 July 80, p.8-9, 31.

GUPTA, RAMESH. State power boards. *Economic Times*, 29 July 80, p.5, 30 July 80, p.5.

HURLEY, JOHN. Organisation development in the ESB. *Administration*, 27(2) Summer 79, p.211-23.

RAI, DHANPAT. Power planning: full exploitation of sources vital. *Economic Times*, 25 Sept. 80, p.5.

EMPATHY

PAREEK, UDAI. Empathy: the critical variable in helping professions. *Indian Journal of Social Work*, 40(4) Jan. 80, p.417-34.

EMPLOYEE DISCIPLINE

RENDEL, MARGHERITA. Natural justice and disciplinary cases in Britain and France. *Public Administration*, 58, Spring 80, p.67-85.

EMPLOYEES' REPRESENTATION IN MANAGEMENT

BOURDON, ROGER D. A basic model for employee participation. *Training and Development Journal*, 34(4) Apr. 80, p.24-6, 28-9.

COATES, KEN and TONY TOPHAM. Worker's control and self-management in Great Britain. *Human Futures*, 3(2) Summer 80, p.127-41.

GUPTA, K.L. Worker's representation on board of directors. *Indian Worker*, 28(45-6) 18 Aug. 80, p.55-9.

SCHMIEDE, RUDI. Technical change and industrial democracy. *Greek Review of Social Research*, (35) Jan.-Apr. 79, p.12-32.

EMPLOYMENT

EAPEN, MRIDUL. Trends in public sector employment and earnings. *Social Scientist*, 8(8) Mar. 80, p.3-21, 8(10) May 80, p.38-51.

MUTALIK—DESAI, V.G. Employment growth. *Economic Times*, 31 July 80, p.5, 1 Aug. 80, p.5.

PANT, S.P. Poverty, unemployment and food for work. *Agricultural Situation in India*, 35(2) May 80, p.83-90.

SAXENA, J.P. Raising employment and income. *Eastern Economist*, 75(3)18 July 80, p.243-6.

ENERGY RESOURCES

AIYER, R.P. The crucial energy options. *Economic Times*, 3 Aug. 80, p.8.

BRUNNER, RONALD D. and WESTON E. VIVIAN. Citizen viewpoints on energy policy. *Policy Sciences*, 12(2) Aug. 80, p.147-74.

CHATTERJI, INDRA. Quest for other energy resources. *Business standard*, 1 Sept. 80, p.5, 2 Sept. 80, p.5.

PATIL, B.G. Energy sources in rural areas. *Rural Development Digest*, 3(3) July 80, p.214-23.

VENU, S. Darkness at noon. *Eastern Economist*, 75(2)11 July 80, p.168-72.

ENTREPRENEUR

GHOSH, BISWANATH. Creating a climate for entrepreneurship. *Capital*, 185(4615) 7 July 80, p.3-4.

EXECUTIVES

DE, NITISH R. Chief executives of state units. *Business Standard*, 5 Aug. 80, p.5, 6 Aug. 80, p.5.

Chief executives of public enterprises hold their positions on a contract basis and are subjected to pressures from various directions. In this study their management style is presented in a polarised fashion. On the basis of his experience the author has presented fourteen items with short

explanations. They are—Lobby culture versus distributive influence culture; Ascribed power versus earned power; Synthetic group work versus real group work; Change below self versus change with self; Reductionist leadership versus expansionist leadership; Private interest versus public image; Prescribed approach versus example-setting approach; Egotism versus self-esteem; Centralism versus accountability-based controls; Past-based present planning versus present-based future planning; Tower approach versus accessibility approach; Delays as habit versus delays on merit; Narrow-band loyalty versus broad-band loyalty; and Authoritarian style versus authoritative style.

LEVINSON, HARRY. Criteria for choosing chief executives. *Harvard Business Review*, 58(4) July-Aug. 80, p.113-20.

THAKURATA, SHANKAR P. and SAMPAT P. SINGH. Cultural impact on structural relationships among senior executives of two commercial banks in India. *National Labour Institute Bulletin*, 5(7-8) July-Aug. 79, p.265-71.

MINOCHA, O.P. (Panjab Univ. Chandigarh). Recruiting managers in public undertakings: an analysis of the existing policy. *Indian Journal of Public Administration*, 26(2) Apr. June 80, p.391-408.

Public undertakings are an important part of the industrial sector in India although their working has often come under criticism from different sections. There are several aspects of their working which cause comment and an important one on which Minocha writes is recruitment of their managers. He analyses the existing policies and practices and comes to the conclusion that recruitment assumes different dimensions for different types of countries.—*Reproduced from editorial.*

EXPENDITURES, GOVERNMENT

BHATIA, B.M. Public expenditure and stagflation. *Times of India*, 6 Aug. 80, p.6.

Public expenditure, both developmental and non-developmental, has risen sharply in recent years. It is out of all proportion to the rate of economic growth made possible by planning and heavy public investments. Deficit financing as an instrument of raising budgetary resources should be eschewed as it has impeded our development efforts. A firm decision is necessary to bring down the public expenditure if the economic future of the country is not to be jeopardised. One way is to slash down some of the subsidies which have outlived their usefulness.

CHONA, JAG M. Expenditure of the central government. *Economic and Political Weekly*, 15(27) 5 July 80, p.1144-52.

The purpose of this paper is to identify certain issues in respect of expenditure of the Central Government that require closer examination, especially the areas of expenditure where reduction and rationalisation could be effected without any deleterious effect on efficiency or growth. The paper is divided into four sections. In Section I, the analytical framework is sought to be delineated, Section II deals with the broad trends in the growth and pattern of expenditure of the Government of India during the last three decades or so. Whereas Section III spells out the approach to, and identification of, areas or activities where economies and rationalisation of expenditure can be suggested, the conclusions are indicated in Section IV.—*Reproduced.*

DEBRECENY, ROGER. Cutting public expenditure in Britain: lessons for New Zealand. *Public Sector*, 3(2) Autumn 80, p.13-15.

FARM LABOUR

BALAKRISHNA, S. and S.V. RANGACHARYULU. Seasonal migration of agricultural labourers: a study in Nizamabad district of Andhra Pradesh. *Rural Development Digest*, 3(3) July 80, p.137-61.

BARDHAN, PRANAB and ASHOK RUDRA. Types of labour attachment in agriculture: results of a survey in West Bengal, 1979. *Economic and Political Weekly*, 15(35) 30 Aug. 80, p.1477-84.

CHARYULU, U.V.N. (N.I.R.D., Hyderabad). Social legislation for agricultural labour: trends in implementation. *Social Action*, 30(3) July Sept. 80, p.262-84.

This paper analyses the policy framework of social legislation for agricultural labour and examines its orientation as well as the scope for new areas of legislation; it also outlines ways by which the implementation of existing labour legislation can be made more effective. The first section examines the implications for agricultural labour of social legislation enacted by the centre such as the Minimum Wages Act and the Bonded Labour Abolition Act; the second section discusses select legislation by the States, relating to wages, working conditions, housing and indebtedness, which has a direct bearing on the situation of agricultural workers. — *Reproduced*.

GHOSH, B.N. Labour use efficiency in Indian agriculture: an empirical investigation. *Agricultural Situation in India*, 35(3) June 80, p.163-9.

FARM MACHINERY

AGARWAL, BINA. Tractorisation, productivity and employment: a reassessment. *Journal of Development Studies*, 16(3) Apr. 80, p.375-86.

SINGH, I.J. and RAJPAL SINGH. Farm mechanisation revisited in north India. *Eastern Economist*, 75(11) 12 Sept. 80, p.648-53.

FARM TENANCY

BARDHAN, PRANAB and ASHOK RUDRA. Terms and conditions of sharecropping contracts: an analysis of village survey data in India. *Journal of Development Studies*, 16(3) Apr. 80, p.287-302.

FARM WAGES

ALEXANDER, K.C. Fixing minimum wage for farm labourers. *Kurukshetra*, 28(21) 1 Aug. 80, p.8-18, 24.

BARDHAN, PRANAB K. Wages and unemployment in a poor agrarian economy: a theoretical and empirical analysis. *Journal of Political Economy*, 87(3) June 79, p.479-500.

BHAKTA, HARIHAR. Production relations and spatial variations in agricultural wage rates. *Social Scientist*, 8(10) May 80, p.52-9.

FARMERS

CHAKRAVARTY, R.K. Development of small and marginal farmers. *Kurukshetra*, 28(19) 1 July 80, p.16-30.

CHAMBERS, ROBERT. The small farmer is a professional. *Ceres*, 13(2) Mar.-Apr. 80, p.19-23.

FARMS

RUDRA, ASHOK and AMARTYA SEN. Farm size and labour use: analysis and polity. *Economic and Political Weekly*, 15(5-7) Feb. 80, p.391-4.

FEDERAL AID

NARAYANA RAO, T.S. Union-state relations: an economic view of federal policy. *Economic Times*, 3 July 80, p.5.

Union-state differences arise in different ways under different conditions. In this paper the general principles of federal economy are pointed out. In India larger and larger amounts are being channelled to states from Central pool under three heads—Planning Commission, Finance Commission, and other transfers. States' views on these transfers are briefly explained. It is suggested that there should be an inter-state council and an agency to link one Finance Commission and another,

NATHAN, RICHARD P., PAUL R. DOMMEL, SARAH F. LIEBSCHUTZ and MILTON D. MORRIS. Monitoring the block grant program for community development. *Political Science Quarterly*, 92(2) Summer 77, p.219-44.

This article reports on the highlights of an ongoing monitoring study by the Brookings Institution of the new block grant programme for community development established under the Housing and Community Development Act, 1974. Under this Act flexible payments are made by the federal government to qualifying local governments, and combines seven previously established federal assistance programmes into a single new grant programme. The combined programmes relate to urban renewal, model cities, water and sewer facilities, open spaces, neighbourhood facilities, rehabilitation loans, and public facility loans. The study covers three main areas—(1) The uses and beneficiaries of funds, (2) The allocation of funds by generalist officials of local governments, and (3) The impact of the federal distribution formula. The findings for the first year of the Brookings monitoring study are listed.

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NAYANAR, E.K. Realism in centre-state relations. *Mainstream*, annual 80, p.47-9.

SATYANARAYAN, P. Erosion of federal principle. *Radical Humanist*, 44(5) Aug. 80, p.49-52.

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ROY, T.K. and H.Y. SIDDIQI. Fertilizer

use in India: role of small and marginal farmers. *Margin*, 12(4) July 80, p.32-44.

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AGHEVLI, BIJAN B., MOHSIN S. KHAN, P.R. NAVEKAR and BROCK K. SHORT. Monetary policy in selected Asian countries. *International Monetary Fund Staff Papers*, 26(4) Dec. 79, p.775-824.

FLOOD, ROBERT P. and PETER M. GARBER. An economic theory of monetary reform. *Journal of Political Economy*, 88(1) Feb. 80, p.24-58.

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HIRSCHMANN, DAVID. The budget calendar in Lesotho. *Journal of Administration Overseas*, 19(1) Jan. 80, p.10-27.

FLOOD CONTROL

DOGRA, BHARAT. Flood control factors behind failures. *Mainstream*, 18(47) 19 July 80, p.15-17.

DOGRA, BHARAT. Man's hand behind UP flood havoc. *Mainstream* 18(51) 16 Aug. 80, p.7-8.

FOOD SUPPLY

BERLAN, JEAN-PIERRE. The world food problem: Malthus, Marx and their epigones. *Monthly Review*, 31(10) Mar. 80, p.20-32.

FOREIGN COMMERCE

CHARAT RAM. Economic growth: export expansion or import substitution? *Economic Times*, 4 July 80, p.5.

JHA, L.K. Export-assisted growth. *Eastern Economist*, 74(26) 27 June 80, p.1258-60.

NAMBIAR, K.K.G. Export promotion realities. *Indian Express*, 4 July 80, p.6; 5 July 80, p.6.

UMMAT, R.C. Doubling of agricultural exports. *Eastern Economist*, 75(5) 1 Aug. 80, p.318-21.

FOREIGN CREDIT

CHAWLA, R.L. Third world debt. *Economic Times*, 29 Aug. 80, p.5; 30 Aug. 80, p.5.

FOREIGN EXCHANGE

BHOOTHALINGAM, S. Tackling foreign exchange problem. *Indian Express*, 31 July 80, p.6.

PATEL, I.G. Declining foreign exchange reserves. *Commerce*, 141(3612) 13 Sept. 80, p.500-8.

GOLD (MONEY)

BAREAU, PAUL. The future role of gold in the money markets. *Round Table*, (278) Apr. 80, p.143-8.

GOVERNMENT AND BUSINESS

DUTT, R.C. Industrial policy statement, 1980: exercise in gimmickry? *Capital*, 185(4625) 15 Sept. 80, p.3-4, 6, 14.

KABRA, KAMAL NAYAN. Industrial policy setback. *Mainstream*, 18(49) 2 Aug. 80, p.6-8.

KRISHNA RAO, P.V. Industrial policy and large industrial houses. *Indian Management*, 19(5) May 80, p.50-5.

MEHTA, BALRAJ. The new industrial policy of Centre. *Amrita Bazar Patrika*, 4 Aug. 80, p.6.

PANDITRAO, Y.A. Industrial policy. *Economic Times*, 22 Sept. 80, p.5; 23 Sept. 80, p.9.

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RANGNEKAR, D.K. Scuttling the industrial policy resolution. *Business Standard*, 17 July 80, p.5.

REDDY, S.V.N. Industrial policy frame: some basic issues. *Khadi Gramodyog*, 26(12) Sept. 80, p.521-31.

TALEYARKHAN, HOMI J.H. Logic of new industrial policy. *Commerce*, 141(3607) 9 Aug. 80, p.288.

GOVERNMENT ENTERPRISE

AYYAR, J.M. Role and objectives of public enterprises in developing economy. *Lok Udyog*, 14(1) Apr. 80, p.13-15.

CHATTOPADHYAY, PARESNATH. Working capital in the public sector. *Eastern Economist*, 75(2) 11 July 80, p.165-6.

The diversity of the capital structure of public undertakings depends on the methods of financing them. Their financing needs regarding working capital should be dealt with on discrete grounds. It is suggested that a new financial institution should be established to meet the working capital requirement of public sector enterprises. An outline of the form the proposed institution should take is presented. Such an institution, the author hopes, will remove some of the major roadblocks to better performance.

FARID, SAMIR M. Public enterprises in Nigeria. *Journal of Administration Overseas*, 19(1) Jan. 80, p. 47-51.

In Nigeria the proliferation of public enterprises to an uncontrollable extent has given rise to various problems. Apart from the difficulty of exercising governmental control over these numerous bodies some other problems are discussed in this paper. They are—vagueness of objectives, financial irresponsibility, corruption and mismanagement. Most of the civil servants appointed to top managerial positions do not have an entrepreneurial outlook and do not possess first-hand knowledge about business administration. The public enterprises in Nigeria have failed and have yet to fulfil their objectives, ill defined as they are. Some changes in procedures and approach are proposed.

GHOSH, B.N. and ROMA GHOSH. (Panjab Univ., Chandigarh). Public enterprise and economic development: some observations. *Lok Udyog*, 14(1) Apr. 80, p.41-4.

The state has to play an important role in the economic development of under developed countries. The history of capitalist development cannot be repeated in these countries and a certain dose of socialism is necessary. According to the ideological and socio-economic institutional setting, the pattern of responsibility of the public enterprises has to vary from country to country. Public enterprises are in a better position to initiate creative innovations, mobilise resources, and achieve balanced regional development.

GOVINDARAJAN, P.S. (Indian Oil Co. Ltd., New Delhi). Corporate planning in public enterprises—perspectives and problems. *Lok Udyog*, 14(3) June 80, p.7-13.

Problems in establishing a corporate planning network lie in the establishment of commercial and social objectives and procedural problems in integrating the macro-plans and activities of the Government and the micro-plans of the individual enterprises. Some suggestions are made to overcome these problems.

HARRIS, JAMES W. and SALIM E. HARIK. Dynamic considerations in the pricing of public enterprise and policy makers objectives by revealed preference: an application to selected Asian economies. *Asian Economic Review*, 20(2-3) Aug.-Dec. 78, p.113-34.

KHANNA, K.K. Public sector: hard facts and decisions. *Economic Times*, 19 Aug. 80, p.5.

The real reason behind losses and inefficiency in public sector is the absence of effective managers with specialised skills for managing large production or service units. The author has analysed as to why the quality of managerial talent actually available in the public sector tends to be low. Possession of the right type of management skills should be the most important criterion for selection. More strict recruitment and promotion procedures are necessary. Thorough check of those at the helm of affairs is needed to clear the 'non-managerial deadwood'. Some enterprises having no possibility of rejuvenation should be closed down. Such hard decisions are necessary in the overall interest of the nation.

KHANNA, K.K. Public sector: management of enterprises defended. *Economic Times*, 13 Aug. 80, p.5.

The author has analysed various arguments offered to explain away the unprofitable working of public sector enterprises and has advanced some arguments in defence of their management. Whatever, their lack of performance, it is equally glaring in other sections of the public bureaucracy also.

KUMARAMANGALAM, J.G. Public sector and Left. *Mainstream*, 18(47) 19 July 80, p.11-13, 26.

Despite massive investment in the Public Sector the objective of social transformation has not only not been achieved but in fact is totally lacking. The author

has explained as to how far the trade unions and the Left movement are responsible for this state of affairs. Its attitude is still governed by the philosophy of 'economism'. It is suggested that the leadership of the Left should reappraise its policies and attitudes towards public sector operations. A public discussion on the role of the Left in the improvement of the public sector is an urgent necessity.

LAHIRI, BISWANATH. (Banaras Hindu Univ.) Growth and performance of public sector in India. *Yojana*, 24(12) 1 July 80, p.14-15, 28.

An outline of large-scale growth of public enterprises is presented and the criteria for their appraisal are laid down. Lack of proper planning, operational efficiency, adequate control and management are the reasons behind the poor performance of these enterprises. Even then the concept of development through public sector should not be given up as only a strong public sector can help to create the type of social order envisaged in the socialist pattern of society.

MEHTA, BALRAJ. Management of public sector undertakings. *Amrita Bazar Patirka*, 1 Sept. 80, p.6.

The Government of India has set up an expert group to go into the working of public sector enterprises. The undertakings and industries under the ambit of enquiry are so vastly different from each other that the probe hardly appears to be meaningful. The running of existing undertakings and the setting up of new plants and projects represent different sets of problems. The committee is prone to assume a super management role and as a result public sector managers may feel resentful of interference. Talent in the private sector is not always of superior variety and it will be wrong to depend on hordes of private managers and consultants to discover the problems of public sector undertakings. It is suggested that accountability should be exercised through a direct relationship

between the public sector management and the political authority.

RAJESHWAR RAO, K. and S.P. VIJAYA SARADHI. (Kakatiya Univ., Warangal). Management of advances in public enterprises in India. *Lok Udyog*, 14(3) June 80, p.39-45.

The purpose of this paper is to highlight the inter-industry differentials of advances as to their magnitude with a view to drawing inferences about their character, to examine the rationale of granting advances; and to suggest measures for their efficient management, keeping in view the problem areas.

RELE, SUBHASH J. Ills of public sector. *Business Standard*, 6 Sept. 80, p.5.

Most of the deficiencies of the public sector can be attributed to unscientific management. Public sector managers face special problems. Because of the dominating attitude of the overlords in the concerned ministries and political interference the concept of autonomy is on paper only. The public sector has become the politician's plaything and the rot cannot be stopped unless politics is eliminated from its domain. It is suggested that for the public sector a cadre of professional managers with adequate expertise be developed.

RELE, SUBHASH J. Pricing policy of public enterprises. *Eastern Economist*, 75(11) 12 Sept. 80, p.654-6.

Profit criterion is closely linked with pricing policy of the public sector enterprises as it is the most important indicator of efficiency. Yet public control generally means that normal commercial considerations are overlaid by political considerations. Currently however a debate is raging in the country indicating the need for the public sector to generate surpluses. The author discusses the pricing policy of our public sector in this context. —*Reproduced.*

RELE, SUBHASH J. State unit's pricing policy, the role of profits. *Business Standard*, 13 Aug. 80, p.5.

The profit criterion is closely linked with price policies of public enterprises. The low return on capital employed is a reflection of the fact that a large part of public investment is in steel and coal where prices are deliberately kept low. Moreover, public sector pricing often remains fixed at depressed levels despite rising input costs. Various theories of public sector pricing are analysed. A thorough revision of pricing policy is overdue. Every public enterprise should set its own prices at such levels as will enable it to break even at an optimum utilisation of its installed capacity.

SASTRY, K.S. A criterion for evaluation of public enterprises. *Management Accountant*, 15(2) Feb. 80, p.59-60.

SOBHAN, REHMAN. (Bangladesh Institute of Development Studies, Dacca). The nature of the state and its implications for the development of public enterprises in Asia. *Journal of Contemporary Asia*, 9(4) p.410-33.

This paper seeks to conceptualise the socio-political framework within which public enterprises emerge and operate in a developing economy and the ways in which this framework determines the generation and allocation of the surplus from public enterprises. Attempt is made to apply the analytical framework to the emergence and role played by public enterprises in some Asian countries, namely, India, Pakistan, Bangladesh, Sri Lanka, Nepal, South Korea, Philippines and Thailand. It appears that the growth of enterprises is not unrelated to the circumstances in which the nation State emerged and evolved. All the eight regimes are explicitly committed to serve the interests of the national bourgeoisie. In the near future, public enterprise system is less likely to be used as an instrument for limiting the role of private enterprise and is likely to serve as a com-

plement to the allocative and administrative policies devised to promote the national bourgeoisie.

SPECIAL number—autonomy and accountability. *Lok Udyog*, 14(4) July 80, p.3-68. (Entire issue).

Contents: Accountability and autonomy, by B. Ramachandra; Autonomy and accountability of public sector enterprises in India, by Ram S. Hamsagar; Autonomy and accountability of public sector enterprises, by P.K. Narayanaswamy; Autonomy and accountability of public sector enterprises in India, by M.R. Virmani; Autonomy and accountability of public enterprises in India—vis-a-vis the Committee on Public Undertakings, by C.R. Ananda Rao; the material code, by P.S. Rao; Whither human dignity and freedom—relevance of behaviourism in Indian context, by M.A. Zahir; Pricing policy in Hindustan Machine Tools Limited—Ajmer Unit, by N.D. Mathur; Sarvajanik ispat udyog me Shamta ka pryog; by Rita Sharma; Accountability of public enterprises to parliament, by G.S. Madan.

VIJAYASARADHI, S.P. (Osmania Univ., Hyderabad). Working capital management in public enterprises. *Eastern Economist*, 75(6) 8 Aug. 80, p.402-6.

Here is an attempt to highlight the problems of working capital management based on the study of aggregate financial data of public enterprises and as revealed by a few case studies of individual units. First the problems relating to each working capital component and later the working capital problems in its totality are presented, along with some recommendations.

GOVERNORS

WILLIAMS, CHARLES H. (Univ. of Illinois). The 'Gatekeeper' function on the governor's staff. *Western Political Quarterly*, 33(1) Mar. 80, p.87-93.

Chief executives in public office often use a 'gatekeeper' to screen outside contacts. While it can be reasonably argued that it is necessary to preserve the executive's time, the gatekeeper function also entails a potentially dangerous degree of insulation. This study uses data from a recent survey of American governors' offices to ascertain whether the establishment of a gatekeeper is associated with environmental or structural factors, or appears to be a matter of personal choice. Furthermore, the majority of governors in whose offices the gatekeeper function is most extensively performed use the time thus saved to emphasize the public relations and public contacts aspects of their roles, thus avoiding insulation.—*Reproduced.*

GRANTS IN AID

HEALD, DAVID. The Scottish rate support grant: how different from the English and Welsh? *Public Administration*, 58, spring 80, p.25-46.

HANDICAPPED

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HOSPITALS

TATCHELL, MICHAEL. Hospital cost inflation: sources and possible remedies. *Public Sector*, 3(2) Autumn 80, p.2-6.

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D'SOUZA, J.B. Housing for the urban poor. *India International Centre Quarterly*, 7(2) June 80, p.109-14.

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DHOLAKIA, BAKUL H. and RAVINDRA H. DHOLAKIA. State income inequalities and inter-state variations in growth of real capital stock. *Economic and Political Weekly*, 15(38) 20 Sept. 80, p.1586-92.

IRVINE, IAN. The distribution of income and wealth in Canada in lifecycle framework. *Canadian Journal of Economics*, 13(3) Aug. 80, p.455-74.

KAINTH, G.S. Changing pattern of sectoral distribution of income in Indian economy: 1960-61 to 1977-78. *Margin*, 12(4) July 80, p.63-73.

KANBUR, S.M. Of risk taking and the personal distribution of income. *Journal of Political Economy*, 87(4) Aug. 79, p.769-97.

MUSGROVE, PHILIP. Income distribution and the aggregate consumption function. *Journal of Political Economy*, 88(3) June 80, p.504-25.

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SASTRY, S.A.R. Development and inequality: a cross regional study. *Asian Economic Review*, 20(2-3) Aug.-Dec. 78, p.223-37.

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INCOME TAX

NARIELWALA, PESI M. Inventing tax arrears: injustice of retrospective laws. *Statesman*, 26 July 80, p.6.

INDIA—ECONOMIC CONDITIONS

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INDIA—FOREIGN RELATIONS

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INDUSTRIAL TRAINING

HUGHES, JAMES J. and IAN BRINKLEY. The measurement of secondary labour market effects associated with government training. *Scottish Journal of Political Economy*, 27(1) Feb. 80, p.63-79.

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India. Journal of the Indian Institute of Bankers, 51(1) Jan.-Mar. 80, p.17-24.

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KHATKHATE, DEENA R. Are high interest rate policies inevitable in LDC's? Economic and Political Weekly, 25(30) 26 July 80, p.1277-9.

INTERNATIONAL BUSINESS ENTERPRISES

GOYAL, S.K. MNC's and Indian economic independence. Link, 23(1) 15 Aug. 80, p.65-9.

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Robert Wade takes up the specific case of government-cultivator relationship in two canal systems in Andhra Pradesh and, while citing several instances of hardship to the farmers depending upon canal Water, wonders whether such relationship is a feature in the rest of the irrigated areas in the country also. The irrigation staff may have, no doubt, their defence, and the farmers have equally good reasons why they bribe or bring in political pressure. There is, however, no doubt that the problem of access to irrigation water in sufficient quantity, especially in drought prone periods, raises several issues of adequacy of administrative vigilance.—*Reproduced from Editorial.*

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ARNOTT, RICHARD J. and FRANK D. LEWIS. The transition of land urban use. International Political Economy, 87(1) Feb. 80, p.161-9.

GUTERBOCK, THOMAS M. Sociology and the land-use problem. Urban Affairs Quarterly, 15(3) Mar. 80, p.243-67.

JONES, PETER. Land use and transport planning a time of transition. Planner, 66(2) Mar.-Apr. 80, p.37-9.

NARULA, A.L. Urban land use. Business Standard, 27 Aug. 80, p.5; 28 Aug. 80, p.5; 29 Aug. 80, p.5.

ROBINSON, B. VINCENT. On the use of Markovian equilibrium distributions for land use policy evaluation. Socio-Economic Planning Sciences, 14(2) 80, p.85-9.

LANGUAGES

ABBAS, K.A. The common language for India. Man and Development, 2(2) June 80, p.127-34.

HALDAR, GOPAL. India's language policy: uses and abuses of English. Statesman, 21 Sept. 80, p.6.

KAMAT, A.R. Ethno-linguistic issues in Indian federal context. *Economic and Political Weekly*, 15(24-25) 14 June 80, p.1053-66.

LEADERSHIP

GRANT, N.B. Leadership patterns in military and industry—the difference. *Indian Journal of Training and Development*, 10(2) Apr.-June 80, p.84-6.

HABIBULLAH, A.H.M. and JAI B.P. SINHA. Motivational climate and leadership styles. *Vikalpa*, 5(2) Apr. 80, p.85-93.

JAWAHAR LAL. Leadership theory and managers. *Indian Management*, 19(8) Aug. 80, p.44-6.

KHANNA, K.K. Managerial leadership: myths and practices. *Economic Times*, 17 Sept. 80, p.5.

PRAKASAM, R. Leader behaviour and situational favourableness. *Indian Journal of Social Work*, 40(4) Jan. 80, p.389-97.

SCHULTZ, BEATRICE. Communicative correlates of perceived leaders. *Small Group Behavior*, 11(2) May 80, p.175-91.

LEGAL AID

DHARMADHIKARI, CHANDRA-SHEKHAR. Fundamentals of free legal aid scheme. *All India Reporter*, 67(799) July 80, p.73-8.

LEGISLATIVE COMMITTEES

ATKINSON, MICHAEL M. and KIM RICHARD NOSSAL. Executive power and committee autonomy in the Canadian House of Commons: leadership selection 1968-1979. *Canadian Journal of Political Science*, 13(2) June 80, p.287-308.

HIMELFARB, SHELDON. Consensus committee: the case of the Select committee on race relations and immigration. *Parliamentary Affairs*, 23(1) Winter 80, p.54-66.

LEGISLATORS

COHEN, LENARD J. Politics as an avocation: legislative professionalization and participation in Yugoslavia. *Legislative Studies Quarterly*, 5(2) May 80, p.175-209.

MAHLER, GREGORY. Political consciousness and political events: a study of Israeli and Canadian members of parliament. *Political Science*, 31(2) Dec. 79, p.89-107.

SHOURIE, ARUN. Their privileges and our duty. *Indian Express*, 18 Aug. 80, p.6; 19 Aug. 80, p.6.

LEGISLATORS--DEFECTION

APPADORAI, A. Curbing defections. *Hindustan Times*, 30 Aug. 80, p.9.

LEGISLATURES

DANG, SATYAPAL. What's wrong with parliamentary system? *Mainstream*, Annual 80, p.81-4.

HERMAN, VALENTINE. The powers and functions of the directly elected European parliament. *Parliamentary Affairs*, 23(1) Winter 80, p.79-91.

LITTLE, D. RICHARD. Regional legislatures in the Soviet political system. *Legislative Studies Quarterly*, 5(2) May 80, p.233-46.

SCHWARZ, JOHN E. Exploring a new role in policy making: the British House of Commons in the 1970s. *American Political Science Review*, 74(1) Mar. 80, p.23-37.

SIMON, MAURICE D. and DAVID M. OLSON. Evolution of a minimal parliament: membership and committee changes in the Polish Sejm. *Legislative Studies Quarterly*, 5(2) May 80, p.211-32.

WHITE, STEPHEN. The U.S.S.R. Supreme Soviet: a developmental perspective. *Legislative Studies Quarterly*, 5(2) May 80, p.247-74.

LEISURE

VEAL, A.J. Leisure services. *Local Government Studies*, 6(2) Mar.-Apr. 80, p.98-100.

LOCAL GOVERNMENT

DEBNAM, GEOFFREY. Tradition and change in New Zealand local government. *Journal of Commonwealth and comparative Politics*, 17(3) Nov. 79, p.300-15.

NORTON, ALAN. Europe and local government. *Local Government Studies*, 6(2) Mar.-Apr. 80, p.50-60.

STEWART, JOHN D. The new governments policies for local government. *Local Government Studies*, 6(2) Mar.-Apr. 80, p.7-14.

WADDELL, ROBERT. Local government policy in Papua New Guinea from 1949 to 1973. *Australian Journal of Politics and History*, 25(2) Aug. 79, p.186-200.

LOCAL TAXATION

SARMA, V.N. Profession tax: a study. *Quarterly Journal of Local Self-Government Institute*, 50(200) Apr.-June 80, p. 681-91.

SHIBH, A.R. Toll tax: uses and abuses. *Local Government*, 11(5) May 80, p.1-3.

LOCAL TRANSPORTATION

PUROHIT, V.T. Planning for traffic and transportation in Gandhinagar. *Urban and Rural Planning Thought*, 20(4) Oct.-Dec. 77, p.176-81.

LUNCHROOMS AND CAFETERIAS,
EMPLOYEES'

GUEST, H.A. The service catering Organisation—a progress report. *Management Services in Government*, 35(1) Feb. 80, p.18-22.

The main functions of the Civil Service

Catering Organisation are pointed out and the progress of the Organisation upto 1979 is described. The author finds the subsidy system to be the best effective management tool and wants an attempt to be made to quantify, on social and economic grounds, the most suitable level of subsidy to catering both in terms of capital and revenue.

MANAGEMENT

GREEN, HARRY A. (State of Tennessee). Can management be professionalised? *Indian Journal of Public Administration*, 26(2) Apr.-June 80, p.265-77.

'Can management be professionalised' is not just a rhetorical question. It has wide implications both for management as a profession and for management as an academic discipline. In dealing with these twin aspects of management, Harry Green explores further and raises the question 'what are the criteria of a profession'. Do these criteria fit modern subjects such as management as well as they do the traditional professions such as law, medicine, etc. Even regarding the latter, points out Harry Green, doubts are expressed; in law and medicine, for instance, questions are raised whether those who practise them really adhere to the guidelines of their professional conduct. In the United States at least there seems to be a serious breakdown in the 'service idea' of these ancient professions. In other words, if professions are what the professionals do, there is much evidence of self-doubt in regard to traditional professions, not to speak of the newer ones.

From here branches another enquiry, whether management can be taught or learned at all. The answer does not appear to be simple though there is much to be said for Levitt's view, cited by Harry Green, that all we can do is to teach about management but not teach management; in short, management can be learned only by doing.

The answer then to the original question whether management can be professionalised is perhaps that it takes not only the

managers but several other elite sections of society such as the educators, the politicians, the concerned institutions, etc., to help create a profession of management. And much depends upon what the society itself demands from management as a profession. — *Reproduced from editorial.*

MANAGEMENT BY OBJECTIVES

BAJEKAL, ATMARAM. Management by objectives and the line manager. *Lok Udyog*, 14(1) Apr. 80, p.35-40.

MARRIAGE AND DIVORCE

MEINZEN, RUTH SUSEELA. Norms and realities of marriage arrangements in a south Indian town. *Economic and Political Weekly*, 15(27) 5 July 80, p.1137-44.

MASS MEDIA

MANKEKAR, D.R. Growth of media imperialism. *Mainstream*, Annual 80, p.86-9.

SHAHABUDDIN, S. Media and the government. *Janata*, 35(31) 21 Sept. 80, p.9-10.

MEDICAL EDUCATION

O'NUALLAIN, COLM. Education and training in health services management in developing countries. *Administration*, 27(3) Autumn 79, p. 330-47.

PAL, SAMIR. Trouble with medical education. *Hindustan Times*, 19 July 80, p.7.

MILK

SHAH, TUSHAAR, A.K. TRIPATHI and MAULIK DESAI. Impact of increased dairy productivity on farmer's use of feed-stuffs. *Economic and Political Weekly*, 15(33) 16 Aug. 80, p.1407-12.

MINORITIES

SHAKIR, MOIN. Electoral participation of minorities and Indian political system.

Economic and Political Weekly, 15(5-7) Feb. 80, p.221-6.

MOHAMMEDANS IN INDIA

HASAN, MUSHIRUL. Communalism in the provinces: a case study of Bengal and the Punjab, 1922-26. *Economic and Political Weekly*, 15(33) 16 Aug. 80, p.1395-1406.

INDIA'S secular ideal. (Series of three articles—first two by Badr-ud-din Tyabji and third by K.R. Malkani). *Statesman*, 26 Aug. 80, p.6; 27 Aug. 80, p.6; 30 Aug. 80, p.6.

RAHMAN, HOSSAINUR. Being Muslim in India: give and take of secular harmony. *Statesman*, 9 Sept. 80, p.6.

THAPAR, ROMESH. Muslim communalism. *Economic and Political Weekly*, 15(35) 30 Aug. 80, p.1463.

MONEY

KRISHNASWAMY, S.R. Not a fund, but a flow. (on illegitimate incomes as black money). *Hindu*, 29 Aug. 80, p.8.

MOTIVATION

JACKSON, LAUREN HITE and MARK G. MINDELL. Motivating the new breed. *Personnel*, 57(2) Mar.-Apr. 80, p.53-61.

LUTHAR, P.C. Incentives, motivation and accomplishment: lessons of experience. *Productivity*, 21(1) Apr.-June 80, p.1-6.

ODIORNE, GEORGE S. An uneasy look at motivation theory. *Training and Development Journal*, 34(6) June 80, p.106-12.

PRABHAKAR, ROHIT K. Emotional situation interaction in human motivation. *Integrated Management*, 15(3) Mar. 80, p.39-42, 47.

The purpose of this paper is to examine

motivation, as an emotion-situation interaction, through a case history of an autonomous organisation in India. It indicates that the prevailing practice of deputing people from the government to the autonomous organisations more often than not poses a grave emotional problem to those working within the organisation. It is suggested that this practice should be reviewed and necessary changes introduced to create a proper climate for emotional interaction and involvement of the workforce.

MOTOR TRANSPORTATION

BAGADE, M.V. Inter STU comparison. *Journal of Transport Management*, 4(2) Sept. 80, p.7-13.

BALASUBRAMANIAM, K.M. Grants needed for SRTCs. *Journal of Transport Management*, 3(12) July 80, p.31-2.

KULKARNI, S.D. Pricing policies in passenger transport. *Journal of Transport Management*, 4(1) Sept. 80, p.10-13.

MAHESH CHAND. Traffic projections for Karnataka SRTC. *Journal of Transport Management*, 4(2) Sept. 80, p.12-29.

MUNICIPAL EXPENDITURES

GREENWOOD, ROYSTON. The rise and falls in current expenditure. *Local Government Studies*, 6(2) Mar.-Apr. 80, p.20-7.

MUNICIPAL FINANCE

WATT, P.A. The new block grant and controls over local authority capital payments. *Local Governments Studies*, 6(2) Mar.-Apr. 80, p.27-30.

MUNICIPAL GOVERNMENT

BHATTACHARYA, MOHIT. The mayor-in-council in the new corporation legislation. *Calcutta Municipal Gazette*, 98(8) 9 Aug. 80, p.1710-12.

After presenting a brief historical outline of Calcutta's municipal legislation, this articles deals with the provisions in the Calcutta Municipal Corporation Bill, 1979, which has now been sent for presidential assent. The new legislation reaffirms the supremacy of the political wing in the management of the corporation affairs and the Mayor-in-Council plan holds out the promise of a revamped corporation government. This Plan has the making of a cabinet system in municipal management. However, the actual functioning will depend upon the calibre and competence of the members of the political executive.

NEHRU, JAWAHARLAL—CRITICISM AND INTERPRETATION

CHATAPATHI RAU, M. Nehru and his critics: an assessment. *India Quarterly*, 26(1) Jan.-Mar. 80, p.1-42.

NEPAL—GOVERNMENT

BORGSTROM, BENGT—ERIK. The best of two worlds: rhetoric of autocracy and democracy in Nepal. *Contributions to Indian Society*, 14(1) Jan.-June 80, p.35-50.

NOISE

CHOPRA, SHAMBHU. Legal solutions to the problems of airport noise control in the United States. *Journal of the Indian Law Institute*, 22(1) Jan.-Mar. 80, p.143-60.

MACNEILL, JIM. Noise reduction: an urgent need. *OECD Observer*, (103) Mar. 80, p.38-42.

NUTRITION

BERG, ALAN. A strategy to reduce malnutrition. *Finance and Development*, 17(1) Mar. 80, p.23-6.

SASTRY, C. YOGANANDA. Applied nutrition programme: an evaluation. *Yojana*, 24(12) 1 July 80, p.26-7.

SRIVASTAVA, VINITA. Food shortage in India: some aspects. *Eastern Economist*, 75(9)29 Aug. 80, p.554-6.

OLD AGE SECURITY

PARTHASARATHY, N.R. On some aspects of aging in India. *Indian Journal of Social Work*, 40(4) Jan. 80, p.381-8.

SCHRAM, SANFORD F. Elderly policy particularism and the new social services. *Social Service Review*, 53(1) Mar. 79, p.75-91.

TEPEROGLOU, APHRODITE. Open care for the elderly in Greece. *Greek Review of Social Research*, (35) Jan.-Apr. 79, p.196-207.

OMBUDSMAN

PUGH, IDWAL. On being an ombudsman. *Administration*, 27(2) Summer 79, p.107-21.

Ombudsman in a country reflects that country's constitution and conventions. Though there are significant differences in arrangements under which ombudsmen are set up, there is a close similarity in the types of cases investigated. In this text of the fifth Sean Lemass Memorial Lecture delivered in February 1979, Sir Idwal Pugh has discussed his own experiences as the British parliamentary ombudsman. He has briefly discussed the history of the development of the office, has drawn attention to the distinctive features of the office as it was established and as it has developed, and has made an attempt to estimate the condition of the office when he left it after holding it for nearly three years.

OPERATIONS RESEARCH

BEVAN, R.G. O.R. and public expenditure planning and control. *Journal of the Operational Research*, 31(3) Mar. 80, p.201-8.

MITCHELL, G.H. Images of operational

research. *Journal of the Operational Research Society*, 31(6) June 80, p.459-66.

PATKAR, V.N. and V.K. PATHAK. Social facilities planning under resource constraints: operations research approach. *Nagarloka*, 12(2) Apr.-June 80, p.1-8.

SARGENT, E.D. The impact of operational research on agriculture. *Journal of the Operational Research Society*, 31(6) June 80, p.477-83.

TOMLINSON, ROLFE. Doing something about the future. *Journal of the Operational Research Society*, 31(6) June 80, p.467-76.

ORGANISATION

COMBEY, PETER. A tracer approach to the study of organizations. *Journal of Management Studies*, 17(1) Feb. 80, p.96-126.

DAYAL, ISHWAR. Large organisations. *Economic Times*, 20 Sept. 80, p.5, 30 Sept. p.5.

REDDIN, W.J. The organization of the 1980's. *Integrated Management*, 15(4) Apr. 80, p.5-6.

ORGANISATIONAL CHANGE

BUTERA, FEDERICO. Innovation in work organisation: new models or new principles? legislation or experimentation? *Human Futures*, 3(2) Summer 80, p.174-8.

NAGAR, ANIL. Anatomy of change. *Productivity*, 21(1) Apr.-June 80, p.25-9.

SAHU, BHABATOSH. Organisation development: concepts and practice. *National Labour Institute Bulletin*, 5(7-8) July-Aug. 79, p.232-43.

SHELDON, ALAN. Organisational paradigms: a theory of organizational change. *Organizational Dynamics*, Winter 80, p.61-80.

TANDON, RAJESH. Organisational development—process of change. Management in Government, 11(4) Jan.-Mar. 80, p.265-75.

VARNEY, GLENN H. Developing OD competencies. Training and Development Journal, 34(4) Apr. 80, p.30-5.

PAROLE

MORRIS, TERENCE. The case for abolishing parole. New Society, 52(918) 19 June 80, p.282-4.

PEASANT UPRISINGS

CHARLESWORTH, NEIL. The 'middle peasant thesis' and the roots of rural agitation in India, 1914-1947. Journal of Peasant Studies, 7(3) Apr. 80, p.259-80.

JASSAL, SMITA TEWARI. Agrarian contradictions and resistance in Faizabad district of Oudh (India). Journal of Peasant Studies, 7(3) Apr. 80, p.312-37.

PANDEY, GYAN. A view of the observable: positivist 'understanding' of agrarian society and political protest in colonial India. Journal of Peasant Studies, 7(3) Apr. 80, p.375-83.

PENSIONS

BURBIDGE, JOHN B. and A. LESLIE, ROBB. Pensions and retirement behaviour. Canadian Journal of Economics, 13(3) Aug. 80, p.421-37.

STAHLBERG, ANN-CHARLOTTE. Effects of the Swedish supplementary pension system on personal and aggregate household saving. Scandinavian Journal of Economics, 82(1) 80, p.25-44.

PERSONNEL

MATTOO, P.K. Personnel management for project implementation. Management in Government, 11(4) Jan.-Mar. 80, p.213-39.

PERSONNEL-EMPLOYEE ASSOCIATIONS

DE, NITISH R. White collar unions: middle managers role. Business Standard, 21 July 80, p.5.

PERSONNEL—RECORD KEEPING

SWARTS, WILLIAM. An update on personnel recordkeeping and employee privacy. Personnel Journal, 58(5) May 80, p.391-6.

PERSONNEL—SELECTION

ARUNAJATESAN, S. Choosing the right person for a job. Capital, 185(4615) 7 July 80, p.6.

BANERJEE, SOBHEN. Recruitment to high posts: some case studies. Mainstream, 18(48)26 July 80, p.10.

PERSONNEL, MUNICIPAL—RECRUITING

MURLI MANOHAR, K. and P. RAMAIAH (Kakatia Univ. Warangal). Municipal recruitment. Quarterly Journal of the Local Self-Government Institute, 50(200) Apr.-June 80, p.692-702.

Manpower planning is an integral part of sound administration, particularly, in large establishments. However, in few public institutions in India, including municipalities, has this consciousness dawned. Increasingly, the local bodies are being called upon to undertake several kinds of tasks and unless they have an efficient and competent personnel they can hardly be expected to fulfil their responsibilities. Dr. K. Murali Manohar and Mr. P. Ramaiah have subjected a municipality's personnel management to a rigorous observation and analysis. Their empirical study of the municipality situated in Telengana highlights the principal defects of personnel management in a municipality—defects not uncommon in other local bodies. They show how money and political influence

have led to unhealthy recruitment and promotional policies. They emphasize the need to reorganize recruitment and promotional patterns to promote both efficiency and justice. They suggest setting up of an independent cadre for the entire municipal service and creating a central personnel agency to recruit on the basis of merit and competence.—*Reproduced.*

PERSONNEL, PUBLIC—EMPLOYEE FACILITIES AND ACTIVITIES

SEN GUPTA, RANJANA. Waiting for government house. *Hindustan Times*, 8 July 80, p.9.

PERSONNEL, PUBLIC-EMPLOYEE RELATIONS

GAFFNEY, SEAMUS. Industrial relations in the public sector. *Administration*, 27(3) Autumn 79, p.322-9.

For various reasons the community has every right to take a special interest in the industrial relations in the public sector. Past developments regarding industrial relations in the Irish public sector are briefly reviewed and the civil service conciliation and arbitration scheme is explained. The author has given his personal impressions about the likely developments in the 1980's which to a great extent depend on the economic and social conditions prevailing then. He hopes that industrial unrest will come down and some kind of sustained cooperation from all sides will come about. This is the text of an address given at the Annual Conference of Institute of Personnel Management at Wexford in May 1979.

PERSONNEL, PUBLIC—SERVICE RATING

NAIR, S.S. (Central Statistical Organisation, New Delhi). A scheme for objective assessment of merit—key to efficiency and economy in government. *Management in Government*, 11(4) Jan.-Mar. 80, p.240-64.

There are many disadvantages in the

system of annual confidential reports as the main basis for the assessment of merit. In this paper an objective method is presented to assess the merit of government employees. It takes into account some of the principles of good management. Under the scheme, for each employee merit scores are calculated on the basis of the work done. For the calculation of these scores three broad levels of government employees are considered —(1) Primary workers such as LDC, UDC, Assistant, etc., (2) Immediate supervisors such as Section officers, and (3) Higher Supervisors such as Under Secretaries, Deputy Secretaries, etc. How the scheme should function is explained exhaustively.

PLANNING DEPARTMENTS

DAYAL, ISHWAR. Planning Commission. *Economic Times*, 25 July 80, p.5; 26 July 80, p.5.

The tasks of determining goals, preparing plans and programmes and setting up the machinery for their achievement are assigned to the Planning Commission. In the first part of the article the author has articulated some of the important characteristics for an organisation designed to perform the planning tasks effectively. In the second part the structure of the Planning Commission as it has evolved over the years is briefly examined and measures are suggested to strengthen its machinery for innovation, planning and development tasks.

POLICE

ALEXANDER, P.J. The electoral process and police behaviour: a case study of bye-elections in a state. *Indian Journal of Public Administration*, 26(2) Apr.-June 80, p.278-302.

India's election and electioneering are an important public activity where the police come into close contact with the people and where the role of the police is often misunderstood. The police force is

accused of partisan behaviour and worse and seldom is it able to defend itself. In his article, based on a study of some recent bye-elections in Kerala and the working of the police, Alexander brings to bear the evidence of a sample survey to point out how, with proper planning and imagination, the police were able to keep themselves above partisan charges and give the necessary protection to the voters to cast their votes without fear.—*Reproduced from editorial.*

BAJWA, K.S. Para-military forces: need for clear division of duties and command. *Indian Express*, 28 Aug. 80, p.6.

DHAGAMWAR, VASUDHA. Policing the police. *Mainstream*, Annual 80, p.69-71.

HEBLE, MADHUKAR S. Police, Politics and politicians. *Indian Express*, 10 July 80, p.6.

LALL, JOHN. Undue dependence on army: result of demoralisation of police. *Times of India*, 1 Sept. 80, p.6.

MALAVIYA, P.D. Leadership at police station level. *Indian Police Journal*, 26(2) Oct.-Dec. 79, p.4-11.

The police station is the basic functional unit of the police and as such the leadership at the station level assumes great importance. Various suggestions regarding role of the police are analysed and the leadership requirements are enumerated. The author has discussed his suggestion that Assistant Superintendents of Police should be posted as Station House Officers in the metropolitan areas and Inspectors as SHO's elsewhere. He hopes that with a few supportive changes this system will set a highly competitive model of professionalism and undercut most of the ills which beset Indian Police today.

POLICING: a symposium on the problems of law and order. Seminar, (252) Aug. 80, p.10-44 (Entire issues).

Contents: The problem; criminal violence, by K.S. Shukla; The rule of law, by S.C. Misra; Comparative practices, by David H. Bayley; Tribal society, by T. Ananthachari; Working conditions, by Gouri Sen; Community participation, by P.D. Sharma, Further reading: a select and relevant bibliography, by A.K. Joshi.

Policemen are expected to safeguard the interests of the society with regard to their basic rights. The police as an organisation is prone to function as a "closed" or "secret" wing of the party in power and can do immense good or untold harm to the moral and physical well-being of the community. Therefore, it is imperative for society to ensure that its police is enlightened enough to act in a free, fair, impartial and objective manner.

Criminal violence which is resorted to with a real or imaginary notion of gain, is a normal social phenomenon, says K.S. Shukla. Due to various pressures official statistics do not indicate the true picture of the totality of criminal violence. Shukla has presented these statistics in three tables and has made an attempt to analyse them and has presented his interpretations.

The rule of Law which envisages that social objectives are kept in mind when dispensing law, is supposed to work through four parameters: (1) the legislative, (2) the executive, (3) the criminal process, and (4) the judiciary, argues S.C. Misra. The police falls in the ambit of the parameters of the executive and criminal process. Police administration derives considerable latitude of discretionary powers from the laws and the rules and as such concrete steps are necessary to orient it to the Rule of Law. Unfortunately there has been very little change in the police approach to the law, the society and the judicial process since Independence. Some Constitutional safeguards are necessary so that police do not remain an instrument of the political party in power.

Policing is a very complex and subtle

affair. It is difficult to create public regard for the police who are to perform a job which is essentially distasteful. The problem of improving the police image is approached in different ways by different countries and is explained briefly by David H. Bayley. He has also dealt with the question of relationship between the police and the politicians and wants effective supervision of police to come from inside and not from a body outside the force.

According to T. Ananthachari policing arrangements in tribal areas appear to be anomalous and out of tune with actual needs. Tribals are concentrated in certain areas where proper communication is lacking. As such, police facilities should be made available in the vicinity of their settlement itself. Efforts should be made to integrate age-old tribal institutions into the laws and procedures of the land rather than vice-versa.

The structure and organisation of the police system devised by the British more than a century ago has remained fixed and frozen, says Gouri Sen. Though many state police commissions have just avoided the consideration of fair and equitable pay scales for the lower ranks of the police, the National Police Commission, in its interim report submitted in February, 1979, has made a forceful plea for improving the working conditions of the police constables. The constables have extremely limited opportunities for promotion and advancement. The housing conditions, particularly at the lower level, are deplorable. There is an urgent need to assess scientifically the manpower requirements of the police stations. Law and order is a State subject, and uniformity in its standards is possible only if it is brought on concurrent list.

P.D. Sharma says that community participation in police work or police participation in community life, depends upon the ideological values of the political system and the operating socio-cultural norms. He has analysed the dilemmas of the community and the policeman, which are found

on each other's perception of relationship and has presented the recommendations of IPS officers on purposeful police community relationship. These were put forth in one of the seminars on relationship. However, the onus of initiating good relationship has to be on the police, and police cannot be a friend of the citizen unless basic 'Police philosophy' is changed.

SAHAY, S. Military and para-military force. *Statesman*, 28 Aug. 80, p.6.

SMITH, DENNIS C. Police attitudes and performance: the impact of residency. *Urban Affairs Quarterly*, 15(3) Mar. 80, p.317-34.

SMITH, MICHAEL R. Civil liability for police activities. *Popular Government*, 45(3) Winter 80, p.42-9.

POLITICAL PARTIES

BOSE, SHANKAR. Political profiles: an index for measuring similarity over time. *Comparative Political Studies*, 12(4) Jan. 80, p.404-11.

EPSTEIN, LEON D. What happened to the British party model? *American Political Science Review*, 74(1) Mar. 80, p.9-22.

JANDA, KENNETH. A note on measures of party system change. *Comparative Political Studies*, 12(4) Jan. 80, p.412-23.

NIHAL SINGH, S. The future of party politics in India. *Round Table* (278) Apr. 80, p. 177-83.

PEDERSEN, MOGENS N. On measuring party system change: a methodological critique and a suggestion. *Comparative Political Studies*, 12(4) Jan. 80, p.387-403.

POLLUTION

BAGCHI, T.P. Pollution problem. *Calcutta Municipal Gazette*, 98(5) 21 June 80, p.1631-6.

MAYUR, RASHMI. Carbon dioxide environment and climate: a frontier environmental issues. Bombay Civil Journal, 27(4) June 80, p.10-11.

POPULATION

NARAYAN DAS. Interrelationships between population growth and development in India. Journal of Family Welfare, 26(4) June 80, p.31-9.

SINCLAIR, GEORGE. Population and world resources. Round Table, (278) Apr. 80, p.161-6.

POVERTY

AWASTHI, S.K. On ameliorating rural poverty. Khadi Gramodyog, 26(10) July 80, p.435-40.

CHERUNILAM, FRANCIS. Rural poverty: causes and cures. Khadi Gramodyog, 26(11) Aug. 80, p.479-86.

DAS, BANKA BEHARY. Poverty and planning. Mainstream, Annual 80, p.55-6.

MADELEY, JOHN. UN enters third decade of war on poverty: positive measures needed to stimulate economic growth. Round Table, (277) Jan. 80, p.79-84.

MEHTA, B.C. and AVADH PRASAD. Some cases of exploitation in rural Rajasthan. National Labour Institute Bulletin, 5(9-10) Sept.-Oct. 79, p.359-66.

RAJ KRISHNA. Eradicating mass poverty. Seminar, (253) Sept. 80, p.34-6.

SHAH, N.C. Temporal estimates of incidence of poverty in rural Gujarat. Vishleshan, 6(1) Mar. 80, p.48-55.

PRESIDENTS

NOORANI, A.G. The presidential system. Indian Express, 3 July 80, p.6,

PRESS

ABRAHAM, A.S. Helping small papers: the idea and the reality. Times of India, 11 July 80, p.8.

BAMEZAI, GITA. 200 years of Indian press. Vidura, 17(3) June 80, p.207-11.

CHAKRAVARTI, PRITHVIS. What ails the Indian press. Radical Humanist, 44(1) Apr. 80, p.22-5.

PRESSURE GROUPS

KOCHANEK, STANLEY A. Group formation and interest group theory. Political Science Review, 19(1) Jan.-Mar. 80, p.47-70.

PREVENTIVE DETENTION

KATYAL, K.K. Was the new ordinance necessary? Hindu, 29 Sept. 80, p.8.

NOORANI, A.G. Preventive detention revived. Indian Express, 18 Sept. 80, p.6.

TARKUNDE, V.M. National Security Ordinance: a portent of authoritarianism. Indian Express, 27 Sept. 80, p.6.

PRICE INDEXES

CHAKRAVARTY, NITISH. A more meaningful price index system. Hindu, 15 Sept. 80, p.8.

PRICES

RANGARAJAN, C. Determinants of controlled prices and their implications. Vikalpa, 5(2) Apr. 80, p.75-84.

The reasons behind introducing price controls and the difficulties in implementing a cost-plus formula in fixing prices are explained. Dual pricing is a system under which the government preempts a part of the output of the commodity and sells it at a fixed price. The rest of the output is sold by the producers in the free market. In

this paper the operation of the dual pricing mechanism is studied in relation to sugar industry.

PRIME MINISTERS

BENN, TONY. The case for a constitutional premiership. Parliamentary Affairs, 33(1) Winter 80, p.7-22.

PROFESSIONS

FIELDING, A.G. and D. PORTWOOD. Professions and the state—towards a typology of bureaucratic professions. Sociological Review, 28(1) Feb. 80, p.23-53.

PROJECT MANAGEMENT

ACHYUTA RAO, I. and R.P. PANDE. A rational way of measuring progress of work for project management. Indian Management, 19(4) Apr. 80, p.40-3.

COCHRAN, NANCY. Society as emergent and more than rational: an essay on the inappropriateness of program evaluation. Policy Sciences, 12(2) Aug. 80, p.113-29.

NAIK, B.M. Projects in India: implementation and monitoring. Economic Times, 1 Sept. 80, p.5.

Most of the projects in India pass through a series of crises resulting in completion delays. This reduces profitability of the projects and pace of development is slowed down. Rules and procedures very often do not permit speed implementation. A few examples of bad project formulation are presented. There are no systematic plans for management of project materials and equipment. The reasons behind slow progress of projects are analysed. The monitoring cells are not in operation in real spirit. It is suggested that in projects modern management techniques should be adopted specially in association with various management institutes where considerably advanced technical knowledge of planning and monitoring is available.

WEBB, G.R. and J.C. McMASTER. Implementation analysis: some Australian observations. Public Sector, 3(1) Summer 80, p.8-11.

The importance of implementation analysis is explained and its various types are distinguished. The reasons behind the failure of programmes are identified and are grouped in four sections. They are (1) Problems relating to the political decision-making process, (2) Problems relating to the implementing organisation, (3) Problems relating to inter-department and inter-government relationships, and (4) Problems relating to the target group. These problems are illustrated by a few case studies. It is suggested that Australia should introduce a system of programme implementation planning and analysis.

PROVIDENT FUND

MUKHOPADHYAY, ASHIS. Gingering up the PF scheme: issues before Ramanujam panel. Business Standard, 19 Aug. 80, p.5.

PUBLIC ADMINISTRATION

JAIN, R.B. (Punjabi Univ., Patiala). Comparative aspects of public administration. Prashasnik, 8(2-3) Apr.-Sept. 79, p.1-18.

Some of the models constructed by American public administrationists for the comparative study of public administration are briefly reviewed. The models are — the bureaucratic model, Rigg's prismatic model, Dorsey's information-energy model, and the developmental model. The survey of literature on comparative public administration indicates that barring the bureaucratic model, other models have not been used in the study of administrative phenomena in India. The findings of a research study by V.A. Pai Panandikar, and S.S. Kshirsagar who have used the bureaucratic model are mentioned. In spite of various difficulties in comparative research in India, a number of areas for research are suggested. This is a revised version of a paper

published in "Other views and other visions", edited by Robert Winks.

July 80, p.6; 31 July 80, p.6; 1 Aug. 80, p.6.

JAKHAR, BAL RAM. Parliament and administration. Journal of Parliamentary Information. 26(2) June 80, p.148-53.

Several constitutional provisions relating to Parliament indicate its pivotal position in our political system. It is a multifunctional institution performing a variety of roles. Though the initiation of legislative proposals belongs to the Executive, it is the Legislature which gives the final shape before it becomes a law. The Executive and the Parliament have their own distinctive roles and the relationship between them is one of interdependence and should be based on mutual trust and confidence. In the Indian polity the people are sovereign and as such it is desirable that the new entrants to the administrative services should develop the right attitudinal sensitiveness to the expectations of the common man in their future task as administrators. This is an adapted version of the inaugural address by the Hon'ble Speaker at the seventh and eighth appreciation courses for the Indian Administrative Service Probationers organised by the Bureau of Parliamentary Studies and Training, Lok Sabha Secretariat, in February 1980.

KHAN, MOHAMMAD MOHABBAT. (Dacca Univ.). American Public administration: a critique. Prashasnika, 8(2-3) Apr.-Sept. 79, p.19-25.

This paper concentrates on negative aspects of American public administration and the unintended consequences of those aspects. The areas chosen to illustrate the aspects and the consequences are: the controversies surrounding the politics-administration dichotomy, the legacy of universal principles, the culture-bound character, the impact of behaviouralism, lack of effort to synthesize the ideas in the field, and incoherence between theory and practice.

MANGAT RAI, E.N. The administrative scene: Indian Express, 29 July 80, p.6; 30

During elections not much is said about administration, which has to deliver the goods. The overwhelming bulk of the administration's clientele is in the districts but we have failed to deliver administrative satisfaction at the district level. Since Independence there has been a marked deterioration in the quality and the experience of the district officer. Independent India's governments do not work on policy but on individual cases and personalised decisions. On rare occasions today the district officer administers policy and has to consult his political masters in many individual cases. A few instances are presented to illustrate the impediments in routine administrative activity which breed corruption. Since Independence citizens have less rather than more impact on the business of administration, and the specific accountability for failure has vanished. It is suggested that administration be performed more openly. Such an arrangement will greatly diminish the ill-effects. Anonymity is the foundation and instrument of corruption. It is desirable that in a written decision or reply, the person who took the decision or formulated the reply should sign the document which conveys it.

ROBERTSON, J.F. and J.K. McLAY. Departmental reviews — a new style. Public Sector, 3(2) Autumn 80, p.7-8.

The problematical nature of ministerial control over departmental activities is a major issue in both the theory and practice of public administration. In New Zealand, J.K. McLay, Minister of Justice took initiative for the review of proposed new functions and existing activities of the Department of Justice for the year 1980-81. An outline of the manner in which the review was carried out is presented here by J.F. Robertson, the secretary for justice, and the Minister points out the benefits of such a review.

THAPAR, ROMESH. Bureaucratic collapse: grim lessons of the Mahadevan file. *Statesman*, 24 Aug. 80, p.6.

Today the civil servant has no protection against the unscrupulous politician. The quality of IAS cadres is deteriorating and there is built-in reluctance of the IAS cadres to accept the introduction of specialists from outside. An attempt is made in this article to describe how and why the administration has been reduced to impotence, and to suggest initiatives to create a new Indian frame of management. The sub-title of the article is in reference to Mahadevan, an IAS officer, who resigned.

PUBLIC ADMINISTRATION—STUDY AND TEACHING

BAKER, T.J. School of public administration—its future role. *Administration*, 27(2) Summer 79, p.122-50.

This is a review carried out by the author at the request of the Institute of Public Administration, Ireland. The School of Public Administration, since its establishment in 1964, has been subject to frequent scrutiny and reviews. The continuing doubts about the purpose of the School relate to cost, relevance, elitism, and methods. The needs of School's clients and its resources are analysed. The School's annual full-time course has undergone considerable changes in content and presentation, but its basic structure has remained fairly constant. Alternative methods of meeting the educational requirements of the public service and the relative costs of these alternatives are examined. At first sight the School's costs do appear to be extremely high in relation to those of the universities but a close look shows that it is not so. The recommendations about the future role of the School are listed in the end.

HARAGOPAL, G. (Kakatia Univ., Warangal). Syllabus modernisation in public administration. *Indian Journal of Public Administration*, 26(2) Apr.-June 80, p.347-58.

Haragopal discusses the existing syllabus of public administration in the Indian universities. While public administration itself can be long debated upon as to whether it is a discipline or a profession, or both, the present method of teaching it, considerably leaning on management and managerial experience, raises doubts whether it is worthwhile to incorporate topics such as management techniques as part of the public administration syllabus. Assuming that public administration should be broadened with such association, the problem then is whether management is a generic process with universal application or it is culture bound.

Haragopal's article covers a far wider field than the imparting of managerial skill in teaching public administration in our universities. He feels there is a crisis at the moment as regards the status of public administration itself, whether as a discipline or as a profession. While this may continue for long to raise dust here and elsewhere, there may be little dispute with regard to the view point that public administration teaching in our universities should try to develop increasing relevance to the changing and growing needs of the society, while the practitioners should get more and more conscious and cognizant of their social obligation to play their role as change agents.—*Reproduced from editorial.*

PUBLIC DISTRIBUTION SYSTEM

AGARWALA, VIRENDRA. Public distribution and the price line. *Hindustan Times*, 24 Aug. 80, p.9.

PUBLIC GOODS

BUCHANAN, JAMES M. and ANTONIO S. PINTO BARBOSA. Convexity constraints in public goods theory. *Kyklos*, 33(1) 80, p.63-75.

OVENDEN, KEITH. Ideology and public goods. *Public Sector*, 3(1) Summer 80, p.2-4.

PUBLIC HEALTH

BOSE, ASHISH. Community health volunteer scheme reconsidered. Voluntary Action, 23(7) July-Aug. 80, p.42-8.

KRISHNA MURTI, C.R. Environmental health plan for developing society. Mainstream, Annual 80, p.77-80.

SUNDARM, E.B. National health policy. Voluntary Action, 23(7) July-Aug. 80, p.20-6.

PUBLIC LANDS

VOHRA, B.B. Approaches to land management in the ESCAP region. Man and Development, 2(2) June 80, p.59-73.

PUBLIC POLICY

KHERA, S.S. Policy making in government. Management in Government, 11(4) Jan.-Mar. 80, p.195-212.

Governmental policy making and its implementation is a complex, continuous and continuously changing process which is conditioned by different factors which are briefly discussed in this article. It is difficult to draw a line between decisions of policy and those that are not. A policy decision can be taken as one which conditions, influences, or directs how any further series of decisions are to be made in the matters covered by the policy decided upon. Policy making procedure within Central government is described and the relationship between politicians and officials is analysed. In India the minister-secretary relationship presents a mixed picture with more problems in the states than at the Centre. Over a large area of public administration, political expediency is assuming pressing importance. Though there has been overmuch *ad hocism* in governmental decision-making, amidst all the seeming muddle and confusion, India stands almost alone as the great bastion of democracy in the midst of dictatorships and the loss of human rights that characterise most of its neighbours.

STIPAK, BRIAN. Analysis of policy issues concerning social integration. Policy Sciences, 12(1) June 80, p.41-60.

STRINGER, JOAN K. and J.J. RICHARDSON. Managing the political agenda: problem definition and policy making in Britain. Parliamentary Affairs, 33(1) Winter 80, p.23-39.

THOMAS, JOHN CLAYTON. Governmental overload in the United States: a problem of distributive policies? Administration and Society, 11(4) Feb. 80, p.371-91.

PUBLIC WELFARE

LAZIN, FRED. The effects of administrative linkages on implementation: welfare policy in Israel. Policy Sciences, 12(2) Aug. 80, p.193-214.

RAM JEE SINGH. Social legislation and social change. Journal of Parliamentary Information, 26(2) June 80, p.154-64.

RADIO BROADCASTING

CHATTERJI, P.C. Freedom of the AIR: making radio and television credible. Statesman, 14 Sept. 80, p.6.

NOORANI, A.G. AIR's constitutional duties. Indian Express, 15 Aug. 80, p.6.

RAILWAYS

CHANDRA SEKHAR, M. and K.V. SIVAYYA. Indian railways. Economic Times, 8 Sept. 80, p.5; 9 Sept. 80, p.5.

DAS, A.K. Performance budgeting with special reference to the Indian railways. Lok Udyog, 14(3) June 80, p.15-23.

DHOLAKIA, BAKUL H. Trends in the economic, efficiency of Indian railways. Lok Udyog, 14(1) Apr. 80, p.51-8.

KHOSLA, G.S. Railway budget: incentives offered and denied. Statesman, 10 July 80, p.6.

RECALL

RAMJEE SINGH. The right to recall. *Radical Humanist*, 44(4) July 80, p.8-10.

REGIONAL PLANNING

BAGCHEE, SANDEEP and ARUNA BAGCHEE. Whither goes block level planning. *Kurukshetra*, 28(21) 1 Aug. 80, p.19-24.

BRONGER, DIRK. The concept of "comparative regional research". *Urban and Rural Planning Thought*, 20(4) Oct.-Dec. 77, p. 146-75.

CRAMER, JAMES C., THOMAS DIETZ and ROBERT A. JOHNSTON. Social impact assessment of regional plans: a review of methods and issues and a recommended process. *Policy Sciences*, 12(1) June 80, p.61-82.

DANTWALA, M.L. Block level planning revisited. *Economic and Political Weekly*, 25(30) 26 July 80, p.1279-81.

DUTTA, A.N. Development of backward areas with special reference to social cost-benefit appraisal. *Lok Udyog*, 14(1) Apr. 80, p.29-33.

JAIN, O.P. Developing backward areas: will 'economic federalism' help? *Business Standard*, 18 Sept. 80, p.5.

REGIONALISM

ORNSTEIN, MICHAEL D., H. MICHAEL STEVENSON and A. PAUL WILLIAMS. Region, class and political culture in Canada. *Canadian Journal of Political Science*, 13(2) June 80, p. 227-71.

RENT—REGULATION

KOCHANOWSKI, PAUL. The rent control choice; some empirical findings. *Policy Analysis*, 6(2) Spring 80, p.171-86.

REPRESENTATIVE
GOVERNMENT

JUDGE, DAVID. British representative theories and parliamentary specialisation. *Parliamentary Affairs*, 23(1) Winter 80, p.40-53.

RESEARCH METHODS

AGRAWAL, K.G. Methodological issues in action research. *National Labour Institute Bulletin*, 5(7-8) July-Aug. 79, p 249-52.

RURAL DEVELOPMENT

ABASIEKONG, EDET M. (Univ. of Kalabar, Nigeria). The role of public relations in rural development programmes. *Indian Journal of Public Administration*, 26(2) Apr.-June 80, p.409-17.

The role of public relations in rural development programmes has not received its due recognition in most developing countries. This is in spite of the fact that in other areas like business, industries, police, etc., public relations has made positive contributions. Largely, the failure of public relations in rural development is attributable to the general distrust of the rural people towards government and their tendency to view any attempt of public relations as mere publicity effort. However, scientifically planned and executed public relations will have its proper impact in rousing the people to participate in the rural programmes as worked out for them. Abasiekong, quoting Dimock and Dimock, distinguishes between offensive and defensive public relations—the former being the government recognising a rural development problem and taking adequate initiative it and the latter in the government protecting and defending such measures and institutions from attack and misunderstanding—and suggests the use of various media for bringing the rural masses close to development programmes. In any case, as the writer says, there can be no rural reconstruction without the active participation of

the people for whom the programmes are meant. —*Reproduced from editorial.*

DASGUPTA, B. Managing rural development. Capital, 184(4613) 23 June 80, p.11-12.

West Bengal Comprehensive Area Development Corporation with promotion of rural development as its main objective was established under an Act passed in 1975. The author took over as Executive Vice-Chairman of the Corporation. He has narrated his experiences in this paper. The emphasis is on usefulness of panchayat system. The project Advisory Board set up for every project with chairman of the Panchayat Samiti as chairman is functioning satisfactorily. Panchayat system can be very useful in extension work. It can also help in prompt repayment of bank loans. It appears that though there are many parties in the panchayat, in pragmatic and local issues the local people do not normally adopt partisan views.

HOBBS, DARYL. (Univ. of Missouri, Columbia). Rural development: intentions and consequences. Rural Sociology, 45(1) Spring 80, p.7-25.

The paper describes a frame of reference for rural development research with an emphasis on identification and assessment of consequences for people and communities of programmes and policies undertaken in the name of rural development. It is suggested that rural development research is not an academic speciality in the traditional sense and that a tendency to regard it as such should be avoided. Development is political and concerned with values, and rural development research must be cognizant of those features. It is contended in the paper that many of the features of the prevailing ideology of development have produced outcomes which cannot be regarded as developmental; for example, vulnerability, excessive dependency, social costs associated with an emphasis of efficiency, inequality, excessive centralization of decision-making and control, and so on.

Attention is also directed to the nature of knowledge produced by rural sociologists with an emphasis on the need for greater integration of knowledge around major policy and development issues.—*Reproduced.*

KURIEN, C.T. Dynamics of rural transformation: a case study of Tamil Nadu. Economic and Political Weekly, 15(5-7) Feb. 80, p.365-90.

This paper brings together the empirical evidence available on the changes that have come about in the rural economy of Tamil Nadu between 1950 and 1975 with a view to seeing their inter-relationships and broader implications for social change.

Its chief findings are that the rural scene in Tamil Nadu is far from static, and that the rural areas have experienced a new dynamism unknown in the past. The changes have however been induced changes, frequently brought about as a result of decisions taken outside the rural areas. While some of these changes have been in the desired direction, others have not been. The negative aspects of these changes include the tendency for the small farmers to become progressively pauperised, the decline in the real wages of agricultural labourers, and the continuance and increase of mass poverty.

In other words, while there has undoubtedly been 'development' in rural Tamil Nadu, such 'development' has only generated growth and affluence for the few and poverty and insecurity for the many.—*Reproduced.*

McCALLUM, ALEC. Devolution and rural development: unsnarling the bureaucracy. Ceres, 13(2) Mar.-Apr. 80, p.36-40.

The main constraints on development are not technological or financial, but are essentially organisational and administrative. Rural development goals should reflect local needs and priorities accepted by local communities. Number of

ministries, departments and agencies are created to provide inputs for agricultural programmes. Coordination between these agencies can mitigate to some extent the problems arising from the excessive fragmentation of functions. The growing pace of development cannot be satisfied unless field services are strengthened by the delegation of adequate authority. It is suggested that for an effective agricultural development there should be a local centre as the focal point close enough to reach small-farmer communities and be reached by them. Agricultural development badly needs farmers' involvement and so they should be encouraged to solve their problems through their own social organisations and institutions.

MADALIYA, V.K. and A.R. PATEL. Integrated rural development: commitments and policy. *Khadi Gramodyog*, 26(11) Aug. 80, p.498-503.

Rural development has to play a major role in national development. Village environment has to be made hospitable where children can grow up happily and develop themselves to the fullness of their potential. An attempt is made in this article to appreciate the factors responsible for the low level of rural growth, dynamics of rural development strategy, and experiences and need for suitable policy frame to achieve the desired objectives. Developmental programmes which should be initially integrated are pointed out. Inappropriate research programmes and inadequate adaptive research and extension are the major factors limiting the benefits reaching poor farmers. Promotion of rural industries merits special attention as even the increasing levels of agricultural productivity cannot absorb all the prospective additions to the working age population. Strong commitment to rural development policies at the national level is required if the impact is to be effective and broad-based.

PATNAIK, S.C. (Utkal Univ., Bhubaneswar). The concept and strategy of rural

development. *Yojana*, 24(12) 1 July 80, p.20-2.

Most of the special rural development programmes under different five year plans raise many vital questions regarding their validity, in the light of socio-economic realities of the country. In the rural sector there are four identifiable groups having complex economic relationship with one another. As the economic and social impact of government policies on these groups are not identical, it is futile to consider rural development problems as homogeneous. The urban centres with their limited capital intensive manufacturing base absorb a limited proportion of rural migrants and the remaining vast proportion has to fall back on informal sector for some sort of livelihood. As such there is no difference between rural and urban economic dualism. The development strategy should bring the means of production to those who are inadequately endowed with it. The main planks the regional strategy of development should adopt are presented.

PRASAD, V. SIVALINGA. (Kakatia Univ., Warangal). What prevents people's participation. *Kurukshetra*, 28(20) 16 July 80, p.4-5, 17.

Public participation is widely recognised as an important variable for development but there is no unanimity about its nature and scope. Our development experience reveals that the common man is not an active participant in the development process. Participation of Weaker Sections due to their economically dependent conditions is impossible. An attempt is made in this note to discuss briefly the socio-economic and political constraints which render participation extremely difficult. Organising the poor people is the pre-condition for their active participation.

RAJULA DEVI, A.K. Role of commercial banks in rural development. *Rural Development Digest*, 3(3) July 80, p.162-213.

RAO, V.K.R.V. (Institute for Social and Economic Change, Bangalore). Policy for integrated rural urban development. *Mainstream*, 18(43) 21 June 80, p.15-19; 18(44) 28 June 80, p.22-6, 34.

Development has several objectives and becomes an integrated one when all these objectives are integrated and linked together. The imbalances in rural and urban development that have taken place in our country are briefly explained. We must find out a solution to overcome the dichotomy in rural-urban development and the consequent disharmony in rural-urban relations. The references relating to rural-urban relations in Plan documents are analysed. Planned development cannot be successfully implemented on a centralised basis. It needs democratic decentralisation and active citizen participation. The author has pleaded for a "cluster" approach to village development and wants the foundations of national policy for integrated rural and urban development to be laid at the grassroots level. This article is based on a lecture delivered at the All-India Institute of Local Self-Government, Bombay, on May 29 and 30, 1980.

SARMA, J.S. Data systems for rural development. *Agricultural Situation in India*, 35(3) June 80, p.171-8.

SHARMA, SUDESH K. (Panjab Univ.) and MOHIT BHATTACHARYA. (I.I.P.A., NEW DELHI). Changing strategies of rural development in India. *Journal of Administration Overseas*, 19(1) Jan. 80, p.4-9.

Rural poverty can be slowly but steadily removed only by a sustained rural development programme. Community Development Programme started in 1952 was general in scope but since then the strategy has shifted gradually from macro concerns to micro, area based, or specific-clientele development. This specificity approach produced some good results but led to sub-optimisation in rural development. To remedy the ills the new strategy of Integrated Rural Development came in. IRD

is a multifacet framework with a paramount role for community participation. The overall concern is for community orientation, appropriate State intervention, mass participation, self-reliance, pooling of local resources and services to the people. The recommendations of Dantwala Committee on Block-level planning and Asoka Mehta Committee on Panchayati Raj Institutions are analysed to point out that institutions and organisations supporting rural development are not working satisfactorily.

SIVARAMAN, B. Rural development: the sociological and conceptual constraints. *Man and Development*, 2(2) June 80, p.52-8.

The success of rural development depends upon local sociological, economic and administrative norms and the location specificity of the solution. The developing countries cannot jump straightaway from the rural-based economy to highly sophisticated modern industrialisation. The industries and services in these countries need labour intensive intermediate technology to absorb vast numbers in the growth. The affluent world has not only to give aid but open its markets to the products of the developing countries. Aid to produce is meaningless unless the production is absorbed by the world market. In developing countries the fruits of development are absorbed by the elite classes who in fact should share the prosperity with the poor of their country. The author is apprehensive that if a serious attempt at equality is not made, the poor of the world may opt for chaos.

STARK, ODED. On the role of urban to rural remittances in rural development. *Journal of Development Studies*, 16(3) Apr. 80, p.369-74.

VERHAGEN, KOENRAAD. (Royal Tropical Institute, Amsterdam). Changes in Tanzanian rural development policy 1975-1978. *Development and Change*, 11(2) Apr. 80, p.285-95.

This article deals with the implementation of the Villages and Ujamaa Villages (Registration, Designation and Administration) Act of 1975 which instituted a new form of administration at village level. This Act is a logical consequence of a decentralisation policy that is designed to engage the whole population actively in decision-making, planning and implementation. However, the Party and Government have appropriated such a degree of authority to themselves that little opportunity remains for participation in policy making at the base. Some measures are necessary to ensure loyal and equitable implementation of the Act.

SALES TAX

CHELLIAH, A.J. Reform of sales tax. *Economic Times*, 11 Sept. 80, p.5; 12 Sept. 80, p.5.

SAVING AND INVESTMENT

SHETTY, S.L. and K.A. MENON. Savings & investment. *Economic Times*, 4 Aug. 80, p.5; 5 Aug. 80, p.5; 6 Aug. 80, p.5.

SCHEDULED CASTES

ABRAHAM, A.S. Limits to reservations: policy divorced from social reality. *Times of India*, 19 Sept. 80, p.6.

RAMAMUTRY, M.V. Reservations without tears. *Radical Humanist*, 44(3) June 80, p.14-16.

SCIENCE AND STATE

BAGCHI, AMIYA KUMAR. Formulating a science and technology policy: what do we know about third world countries. *Economic and political Weekly*, 15(5-7) Feb. 80, p.303-10.

LYNCH, PATRICK. Whither science policy? *Administration*, 27(3) Autumn 79, p.255-81.

SECRET SERVICE

KATYAL, K.K. It is time intelligence work was revamped. *Hindu*, 21 July 80, p.8.

RANSOM, HARRY HOWE. Being intelligent about secret intelligence agencies. *American Political Science Review*, 74(1) Mar. 80, p.141-8.

SLUMS

JAGMOHAN. The problem of slum and squatting in metropolitan cities. *Civic Affairs*, 27(10) May 80, p.9-11.

SOCIAL PROBLEMS

SHAH, A.B. Why social reform? *Radical Humanist*, 44(6) Sept. 80, p.15-22.

SOCIAL SERVICE

BALGOPAL, PALLASSANA R. Social group work: from here into the 1980's where it is and where it's going. *Indian Journal of Social Work*, 40(4) Jan. 80, p.361-7.

LEIGHNINGER, LESLIE. The generalist-specialist debate in social work. *Social Service Review*, 54(1) Mar. 80, p.1-12.

PHILP, MARK. Notes on the form of knowledge in social work. *Sociological Review*, 27(1) Feb. 79, p.83-111.

WHITTINGTON, COLIN and PAUL BELLABY. The reason for hierarchy in social services departments: a critique of Elliott Jaques and his associates. *Sociological Review*, 27(3) Aug. 79, p.513-39.

SOCIAL SERVICE—STUDY AND TEACHING

BOEHM, WERNER W. Teaching and learning international social welfare. *International Social Work*, 23(2) 80, p.17-24.

SOCIAL WORKERS

SAXENA, N.C. Why not do away with VLW's. Kurukshetra, 28(19)1 July 80, p.4-9.

SOCIOLOGY

BANKS, J.A. Sociological theories, methods, and research techniques—a personal viewpoint. Sociological Review, 27(3) Aug. 79, p.561-78.

EISENSTADT, S.N. and M. CURELARU. Macro-sociology: theory analysis and comparative studies. Current Sociology, 25(2) Summer 77, p.1-112. (Entire issue).

MUKHERJEE, RAMKRISHANA. Trends in Indian sociology. Current Sociology, 25(3) Winter 77, p.1-193 (Entire issue).

SOLAR ENERGY

RUSTAMJI, K.F. Right approach to solar energy. Mainstream, Annual 80, p.91-3.

STATE-MUNICIPAL RELATIONS

CAMERON, DAVID M. Provincial responsibilities for municipal government. Canadian Public Administration, 23(2) Summer 80, p.222-35.

RICHMOND, DALE E. Some common issues in provincial-municipal transfer systems. Canadian Public Administration, 23(2) Summer 80, p.252-68.

SIEGEL, DAVID. Provincial-municipal relations in Canada: an overview. Canadian Public Administration, 23(2) Summer 80, p.281-317.

STATE GOVERNMENT

CHATTOPADHYAYA, AMAL. A constitutional coup. Radical Humanist, 44(2) May 80, p.27-30, 34.

STEEL INDUSTRY AND TRADE

SENGUPTA, RAMPRASAD. Prices and

profit in public sector steel industry: a case study. Economic and Political Weekly, 15(5-7) Feb. 80, p.259-78.

The purpose of this paper is two-fold. First, we want to examine the rationality of the government's steel price policy with reference to the profitability of the Indian public sector steel industry. Secondly, we would like to show how the past performance of a plant can be analysed to separate the effects of prices from the effects of inefficiency on the financial results, at the Micro-plant level of the public sector steel economy.

Although our objective is to evolve methods of judging the rationality of the steel price structure and the performance of the integrated steel plants, we have illustrated their application with reference to the three mild steel plants of the erstwhile Hindustan Steel (HSL) at Bhilai, Rourkela, and Durgapur, for 1973-74 and 1976-77.

The results of the application have been used as the basis of our conclusions regarding government's pricing policy during 1973 to 1978.

Since HSL constituted a large fraction of the public sector steel industry for most of the period under consideration, the results of our study would largely reflect the situation in the public sector during the period.—*Reproduced.*

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MENON, USHA. World Bank and transfer of technology: case of Indian fertiliser industry. Economic and Political Weekly, 15(34) 23 Aug. 80, p.1437-43.

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CHOUDHURY, LUTFUL HOQ. (Univ. of Dacca). Training for development. *Indian Journal of Public Administration*. 26(2) Apr.-June 80, p.378-83.

Lutful Hoq Choudhury writes on training of administrators to enable them to meet the challenge of development in the context of the experience in Bangladesh. He sets out the problems not only of Bangladesh but of the developing countries in general and suggests that training needs and methods should be viewed as a continuous process in consonance with the changing development goals and policies. This, in turn, will mean appropriate changes in the training course content and strategy, both with the view to raise the skills of the personnel and to infuse into them a sense of dedication and responsibility in facing the tasks before them.—*Reproduced from editorial.*

CROISDALE, D.W. Training top civil servants for the computer age. *Management Services in Government*, 35(1) Feb. 80, p.5-17.

CULBERTSON, KATHERINE and MARK THOMPSON. An analysis of supervisory training needs. *Training and Development Journal*, 34(2) Feb. 80, p.58-62.

DAMAN PRAKASH. Training of co-operative teachers in Sri Lanka: experiences and projections. *Cooperative Perspective*, 14(4) Jan.-Mar. 80, p.21-6.

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Univ.) Training function in public enterprises; the neglected aspects. *Management in Government*, 11(4) Jan.-Mar. 80, p.276-88.

This study is essentially based on the analysis and evaluation of the training function as it obtains in six public sector undertakings. One hundred executives, mostly operating in the non-technical areas of the enterprise, were selected as the respondents for writing in the questionnaire and supply other information on matters relating to training in their respective organisations. The executives were asked a number of questions on training and related matters. An integrated picture of the training effort by all the six undertakings taken together is presented in the form of a statistical table and the basic deficiencies that seriously be set the training systems are analysed.

DELANEY, CHESTER. What drives training? *Training and Development Journal*, 34(2) Feb. 80, p.20-2.

GANGULI, S., SOMA CHAUDHURI and SUDHIS C. GUHA. Management development programmes. *Indian Management*, 19(4) Apr. 80, p.49-54.

HALACHMI, ARIE. (Tennessee State Univ.). Training policy for local governments re-examined. *Nagarlok*, 12(2) Apr.-June 80, p.90-9.

Training programmes are designed to bring about desired behaviour changes in the areas of attitudes, skills and knowledge; and training policy is a set of decisions concerning the allocation and utilisation of two important resources, namely, money and people. This paper addresses some aspects of training policy and evaluation at the local level. It illuminates some of the considerations local officials should use in order to carry out effective training and training policy. The procedure to collect and assess information about the training needs of the city's officials is explained and suggested that the city fathers should take

interest in the assessment of training needs and in the reports of employees on their experiences in different training activities.

MEIER, T.K. and JOSEPH P. PULICHENE. Evaluating the effectiveness of assertiveness training. *Training and Development Journal*, 34(2) Feb. 80, p.66-8.

MOORE, RON. (Univ. of Otago). Management training and development in local government. *Public Sector*, 3(1) Summer 80, p.12-14.

In New Zealand, in 1976, a Training Board was established for local government. As a result of the decision on a specialist committee set up by the Board, the Department of Management of the University of Otago was asked to undertake the training needs analysis. This article deals with the investigational strategy adopted by the Department. It was a combination of case-study approach and a training needs conference. For this Dunedin City Council volunteered to be the subject of the case study. The jobs were examined from as many different view-points as possible and the deficiencies in current performance were isolated to establish the nature and extent of the training gap. The purpose of this paper is to give, in outline, some examples of the result obtained.

MUNSON, LAWRENCE S. Performance standards: do training directors practise what they teach. *Personnel Journal*, 58(5) May 80, p.365-7.

NAIDU, N.Y. (N.I.R.D., Hyderabad). Training of rural development personnel. *Quarterly Journal of the Local Self-Government Institute*, 50(200) Apr.-June 80, p.709-14.

A modernizing nation with an overwhelming majority of its citizens engaged in rural enterprises can ill-afford to evade the urgent demand for rural development. It is axiomatic that one of the principal and critical instruments for rural development is personnel. However, past experience

has shown that inadequate attention has been paid to train competent and dedicated personnel to achieve the real objectives of rural development. In the following article Mr. N.Y. Naidu describes the early attempt at training rural development personnel. He also analyses the later, more organized and institutionalised programmes of training after independence. However, he points out, that training courses have so far achieved only marginal success. He strongly advocates reorientation of the programmes to achieve more effective results.—*Reproduced*.

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KULKARNI, S.D. Problems of tribal development in Maharashtra. *Economic and Political Weekly*, 15(38) 20 Sept. 80, p.1598-1600.

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SATYA SUNDARAM, I. Employment and poverty. *Radical Humanist*, 44(4) July 80, p.15-18.

SINGH, D. BRIGHT. Generation of jobs: second look at the role of village units. *Economic Times*, 12 July 80, p.5.

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VILLAGE PANCHAYATS

CHERIAN, JOHN. (All India Institute of Local Self-Govt., Bombay). Asoka Mehta Committee Report. Quarterly Journal of the Local Self-Government Institute, 50(200) Apr.-June 80, p.715-25.

The Panchayati Raj institutions were introduced in the early sixties amidst high hopes and expectations. After an initial spurt of enthusiasm and performance, these institutions began to rapidly deteriorate. The Asoka Mehta Committee, appointed by the Janata Government, was specially entrusted to enquire into this sorry situation and suggest measures to revive the Panchayati Raj institutions. In the following article Dr. John Cherian makes a critical appraisal of the principal findings and recommendations of the committee.—*Reproduced.*

CHATURVEDI, H.R. Panchayati raj and decentralisation. Radical Humanist, 44(5) Aug. 80, p.31-6.

HOOJA, BHUPENDRA. (Rajasthan Land Development Corporation, Jaipur). Let panchayats do all development work. Kurukshetra, 28(21) 1 Aug. 80, p.4-7, 33.

Panchayats should be given such functions as will raise the confidence and faith of the local people in its authority and effectiveness. The overall management and development of local village resources should be entrusted to the care of the local village panchayat or a group of panchayats. Some of the development activities listed by Asoka Mehta Committee which call for community-based action are mentioned in this paper. Maintenance of land records, collection of land revenue and some non-development functions should be entrusted to panchayats. The author has presented a broad functional approach to rural development, functional in the context of the area or jurisdiction of an institution, whether it is a gram panchayat or panchayat samiti, zila parishad or district administration as such.

NAIDU, D. Suran. (Andhra Univ.). Panchayati raj in Andhra Pradesh. Quarterly Journal of Local Self-Government Institute, 50(4) Apr.-June 80, p.719-25.

Andhra Pradesh was among the earliest states in India to embark upon Panchayati Raj. However, like most other states, Andhra too witnessed a rapid decline in effectiveness and performance of Panchayat Raj institutions. These institutions were finally superseded by the state government in 1978. No elections have been held to these bodies since 1970. The government of Andhra Pradesh appointed a Committee on Panchayat Raj institutions with Mr. C. Narasimham as its Chairman. In the following article we have a critical assessment by Mr. D. Suran Naidu of the Working Paper issued by this Committee. The Working Paper, however, is a prelude to its final report and has been published to evoke public discussion on the principal issues and problems relating to local bodies in Andhra Pradesh.—*Reproduced.*

PATHY, JAGANATH. (South Gujarat Univ., Surat). Panchayat Raj and decentralisation of political power. *Social Scientist*, 8(9) Apr. 80, p. 36-41.

The Panchayat system is functioning in India since centuries, but no specific attempt was made to revitalize the panchayats till the report of the Balwantrao Mehta Committee in 1957. The responsibility for the formulation and execution of community development programmes was transferred to the panchayati raj institutions, but this only consolidated the economically and socially powerful classes and linked them to the ruling class. It is concluded that under the prevailing class structure in the villages decentralisation of power through panchayati raj institutions is unlikely to be successful.

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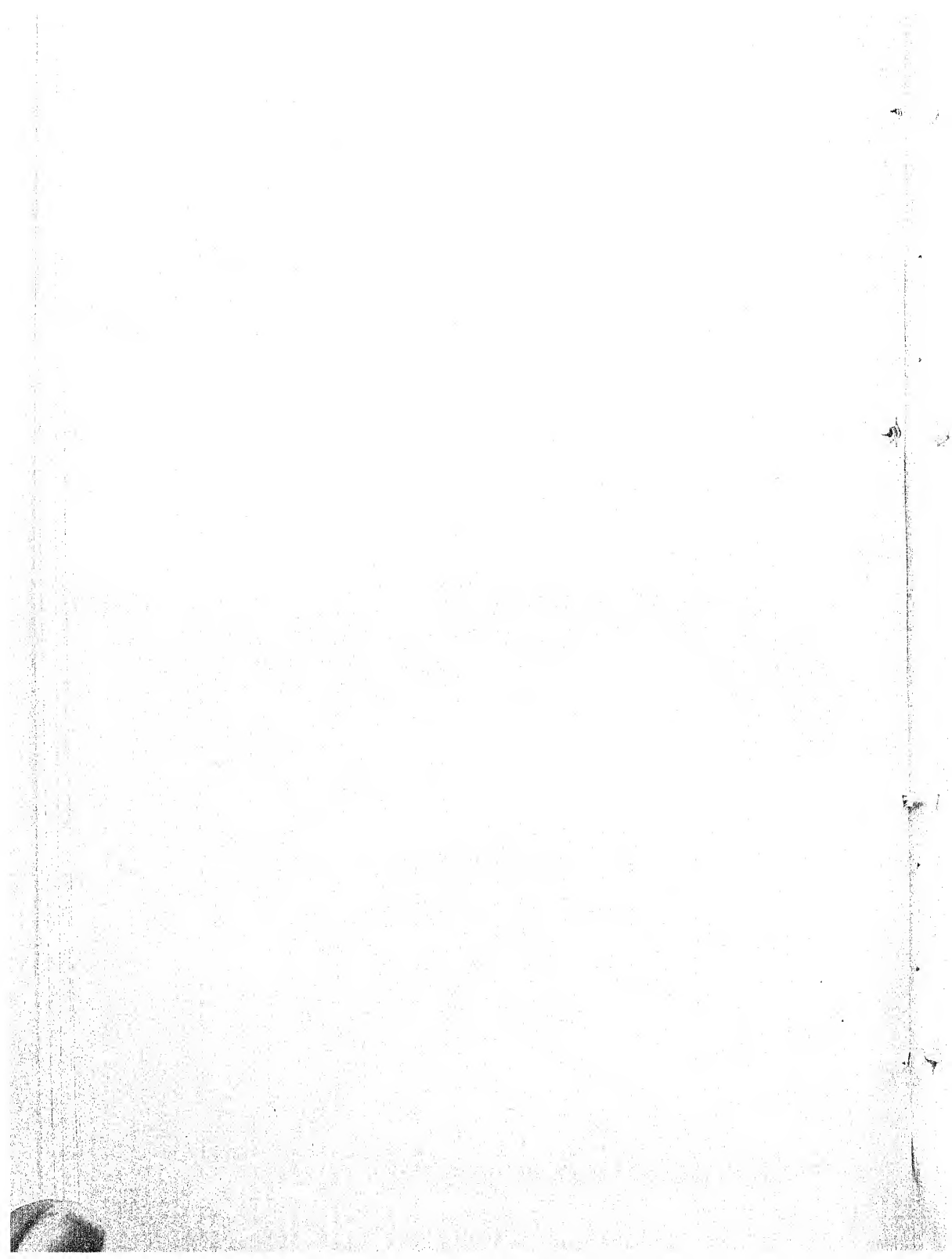
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BOOK NOTES

AGRAWAL, A.N. Indian agriculture, (problems, progress and prospects). New Delhi, Vikas, 1980. 559p. Rs. 75.00.

This book analyses the agricultural situation in twin facets of backwardness and dynamism. It deals with the problems inherited from the past together with those arising out of changes ushered in since planning began in 1951. It starts with a discussion of the role and development problem of agriculture, and many varied topics. These relate to agricultural policy, land and crops, production and productivity, surplus rural labour, agricultural worker, unemployment and employment, poverty, famines, food, irrigation, mechanisation, finance and credit institutions, marketing, tenancy reform, land-ceiling, size of holdings, etc. A critical look at the provision and problems of the Sixth Plan has been made in a separate chapter. A three-page bibliography is presented.

AHMAD, INAYAT. Regional planning: with particular reference to India. New Delhi, Oriental Publishers, 1980. 2 vols. Rs. 225.00.

Two approaches are so far generally visible in geographical studies of regional planning. One deals with statistical analysis of data. The other keeps its eye on the larger observable framework so that the outstanding facts, especially in a country of sub-continental dimensions like ours, are not confused or lost sight of. This is the approach of this study. The book is divided into four parts. The first part introduces the subject; examines the philosophy, history and development of regionalism; and discusses the essentials of regional homogeneity. Second part deals with different facets of regional mosaic in India. The third part consists of a number of case studies relating to Bihar and U.P. The last part tries to elucidate the latest concepts on planning and their application to the Indian scene.

BANERJEE, SUMANTA. In the wake of Naxalbari: a history of the Naxalite movement in India. Calcutta, Subarnarekha, 1980. 436p. Rs. 140.00.

This is an exhaustive, sympathetic and authoritative evaluation of the political movement that began at Naxalbari in 1967. It is more than a history of the events which shook West Bengal, Andhra Pradesh, Punjab, Bihar, Uttar Pradesh, Orissa and many other areas throughout India in the late 1960s and early 1970s. It penetrates below the surface of the political turbulence of that period to unravel the socio-economic causes that led to the outbursts and to reassess the changes that were set in motion in the social, cultural, economic and political life of India. A list of Charu Mazumdar's writings is present in appendix.

BHARGAVA, B.S. Grass roots leadership, (a study of leadership in panchayati raj institutions). New Delhi, Ashish Pub. House, 1979. 88p. Rs. 30.00.

This volume consists of three papers written at different times to suit different occasions. They are: (1) Grass roots leadership, (2) Structural aspects of panchayati raj system in Rajasthan, and (3) Leadership in panchayati raj system: an empirical study. The publication analyses some crucial aspects and problems related to leadership on the basis of theoretical and empirical considerations. Also gives a six-page bibliography.

BHARGAVA, B.S. Minor irrigation development administration: (a study of an Indian State). New Delhi, Ashish, 1980. 128p. Rs. 50.00.

This is a modest attempt to Study the Organisation and management of minor irrigation development projects in Karnataka. Efforts have been made to identify key organisational deficiencies and project management problems. In this sense it should be taken as a problem-oriented diagnostic study. However remedial measures have been suggested in the concluding part of the study. The author's contention is that organisations have to change in structure and methods of functioning in the light of changing environmental imperatives. Therefore, in order to be dynamic, effective, and efficient, organisations have to become innovative and adaptive. Apart from statistical tables and organisation charts, there is a five-page bibliography.

CLARKE, RICHARD. Public expenditure, management and control: the development of the Public Expenditure Survey Committee (PESC); ed. by Alec Cairncross. London, Macmillan, 1978. 212p. £ 12.00.

This is the first authoritative account of the development of the system of public expenditure control created after the Plowden Report of 1961. In this volume the author describes how the system originated, how it grew and how it worked. He concentrates on the period of the early sixties, using his first-hand knowledge of events in those years. In his thirteen years in the British Treasury, the author rose to be Second Secretary in charge of public expenditure cash limits were still beyond the horizon when the author died in 1975. Fitting the control of public expenditure into the control of a fluctuating economy is an acute problem. It is to deal with this problem that the Public Expenditure Survey Committee system was devised after 1961. This book is edited by Sir Alec Cairncross, author's Colleague in the Treasury.

DESAI, A.R. Rural India in transition. 2nd ed. Bombay, Popular Prakashan, 1979. 179p. Rs. 45.00.

This is a collection of papers prepared for different conferences, seminars and journals. It attempt to portray the changes that have been taking place in the agrarian social structure as a result of the measures adopted and implemented by the government of Independent India. The transformation that is taking place in rural India is examined from the standpoint of Historical Materialism. The rulers of India have adopted the capitalist path of development in spite of the proclamations for socialistic pattern of society. Indian society is being reshaped on capitalist lines with all its exploitative, iniquitous tension. Various aspects of rural transformation are examined from this approach. The studies reveal that

the rural change that is generated by government measures has resulted in sharpening the contradictions among various classes and is unleashing tensions, antagonism and conflicts. First edition of this book was published in 1961.

DODD, LAWRENCE C. Congress and the administrative state, by L.C. Dodd and Richard L. Schott. New York, John Wiley, 1979. 364p. \$ 8.95.

The purpose of this book is to provide an historical, synthetic study of congressional-bureaucratic relations, one that is descriptive and analytic, retrospective and prospective. First four chapters examine the historical evolution of the Congress and the federal bureaucracy, what stages of development mark their evolution, and how the growth of one institution may have influenced the other. Chapters 5 and 6 deal with congressional oversight of federal administration. The authors have examined not only committee activity and oversight devices but also individual members, staff, and the congressional support agencies. The implications of recent reform efforts and the development of subcommittee government for the role of the bureaucracy in the policy process are examined in the 7th chapter. The last chapter deals with the ways in which congressional control might be improved and considers such approaches as reorganisation of the federal bureaucracy, further reform of Congress, and constitutional revision.

DORFMAN, GERALD A. Government versus trade unionism in British politics since 1768. London, Macmillan, 1979. 179p. £8.95.

This study explores the relationship between the British government and the trade union movement in the management of the economy since 1968. It particularly concerns the question of whether government will be able to overcome the chronic problem of economic stagnation. The author concludes from his analysis that the British government is gradually winning the reluctant cooperation of trade unionism. He finds that although the Wilson and Heath governments failed spectacularly in their efforts to curb union power, the force of recession since 1975, coupled with the internationalisation of economic decision-making is now working in government's favour. The study examines and contrasts the purposeful attack on union power undertaken first by the Labour government during the late sixties and then the Conservative government beginning in 1970, with the unplanned and unanticipated erosion of union power since 1975.

ETZIONI-HALEVY, EVA. Political manipulation and administrative power: a comparative study. London, Routledge 1979. 218p. £8.95.

Focusing on one type of manipulation, the handing out of material benefits in return for political support, the author examines in detail some of the means by which elites in Western-style democracies have established and maintained themselves in power. This is a comparative study of Britain, U.S.A., Australia and Israel. It describes how elites have manipulated the public by methods which run counter to the spirit, and the letter of democracy, yet without overtly disrupting the democratic system. The author maintains that such manipulation can best be explained by certain characteristics of the ruling elites themselves and the power structures (especially administrative power structures) they shape and head. Using an elitist perspective in conjunction with a structural functional one, she goes on to show that the decline of such practices in some countries more than in others can be explained by the normative codes and role definitions which, once

adopted and institutionalised by the elites, act as a restraint on the manner in which they entrench themselves in power. A nine-page bibliography is presented in the end.

GANT, GEORGE F. Development administration: concepts, goals, methods. Wisconsin, Univ. of Wisconsin Press, 1979. 343p. \$21.00.

Since the 1950s, governments of the impoverished countries of the world have sought to improve the social and economic conditions of their citizens. In this book the term "development administration" is used to cover the complex of agencies, management systems, and processes which have become necessary to strengthen all levels of government activity toward the goals of each country. The author, on the basis of his experience of thirty-five years, has presented an overview of the shape that development administration has taken, and to point to the shape it should take in future. Development is defined as the process of increasing the choices and opportunities individuals have in planning and leading their lives according to personal ideas of happiness and fulfilment. Specific chapters are devoted to agriculture, population, education, public enterprises, national planning, regional and local organisation, and budgeting. In addition the issues examined are qualities needed by an administrator, training, foreign aid, growing global bureaucracy, etc.

GOEL, S.L. Principles, problems and prospects of cooperative administration, by S.L. Goel and B.B. Goel. New Delhi, Sterling, 1979. 218p. Rs. 60.00.

The focus of this publication is on different aspects of cooperative administration ranging from policy-making to implementation. It touches various levels of administration—union, state and local. Besides, it deals with apex federations and the role of the chief executives in such federations. The application of new management methods to cooperative administration is also dealt with. This is the first volume in the series of six on cooperative administration.

GOEL, S.L. Administration of personnel in cooperatives, by S.L. Goel and B.B. Goel. New Delhi, Sterling, 1979. 130p. Rs. 50.00.

This publication is an attempt to analyse the problems of personnel policy, personnel agency, and issues and problems of recruitment from all angles (direct deputation and promotion). It portrays the need of training to enable the cooperative personnel to improve their knowledge, skills, sensitivity and creativity. It also deals with the problems of salary structure to recruit and retain efficient personnel for manning the complex affairs of cooperative organisations. In addition, it focusses the need of professional associations for building high professional standards and harmonious management-staff relations. Besides, the study touches the problems of developing a system of incentives, both formal and informal, through morale, motivation and participative management. This is the second volume in the series of six of cooperative administration.

INDIA. COMMITTEE FOR TRAINING IN EVALUATION, 1978. Report. New Delhi, Planning Commission, 1979. 74p. Rs. 4.00.

In pursuance of the recommendations of the Conference of the Heads of State Evaluation Organisations held in New Delhi, in Nov. 1977, this committee was set

up by the Government of India in 1978, under the chairmanship of Secretary, Planning Commission. The report is presented in four chapters: (1) Introduction, (2) Training in evaluation—a historical perspective, (3) Existing training arrangements, and (4) Training needs and arrangements proposed. Three experimental regional workshops were organised in 1979 at Chandigarh, Madras and Gandhi Nagar, for Senior level personnel for the inter-change of ideas and experiences and to facilitate the finalisation of the training programme for this category. The proceedings of these workshops are presented in appendices.

INDIA. ADULT EDUCATION, DIRECTORATE OF. Adult education components in the development schemes of Government of India: a compendium, New Delhi, The Directorate, 1979. 251p.

Education is the concern not only of ministries and departments of education, at the centre and state levels, but also of other ministries who have a number of extension programmes having components of non-formal adult education. In this compilation the adult education components in the schemes and programmes of different ministries and departments are identified and the programmes in which adult education components can be introduced are traced. For collecting pertinent information for the compendium officers in the Directorate were assigned responsibilities for different ministries, departments and organisations. The write-up by each officer is based on the information called from official documents and discussions with ministerial officials.

INDIA. NATIONAL COMMITTEE ON SCIENCE AND TECHNOLOGY. An outlook for India's future (2000 A.D.): interim reports on futurology. Delhi, Controller of Publications, 1979. 201p. Rs. 25.00.

The formation of the National Committee on Science and Technology Panel on Futurology in mid-1973 has been the starting point of futuristic studies in India. The Panel identified nine areas, namely: (1) Energy generation and need, (2) Housing, (3) Transportation, (4) Communication, (5) Urbanology and slum problems, (6) Rural development, (7) Food, (8) Management, and (9) Education, for study with a view to prepare scenarios for the year 2000 A.D. presenting likely and desired future perspectives and available options in these fields. Nine Technical Sub-Groups of Futurology Panel were constituted to prepare interim reports on the above topics. This publication covers those nine interim reports.

INDIA. PLANNING COMMISSION. PROGRAMME EVALUATION ORGANISATION. Report on evaluation study of small farmers, marginal farmers and agricultural labourers projects, (1974-75). Delhi, Controller of Publications, 1979. 92p. Rs. 8.75.

The Schemes of Small Farmers Development Agencies and the Marginal Farmers and Agricultural Labourers Agencies were included in Central Sector in the Fourth Five Year Plan with the specific objective of ameliorating the economic conditions of small and marginal farmers and agricultural labourers in the country and to bring them into the mainstream of economic development. The schemes were introduced in 1970-71 and in June 1973, the total number of SFDAS and MFLAS in operation was 46 and 41 respectively. Field work for this evaluation study was done in 1974-75. The main objectives are to examine: (1) the nature and content of the programmes, (2) the organisational and operational aspects of

implementation, and (3) the impact on the programmes. This report throws light on all these aspects and also attempts to indicate the factors responsible for certain situations. It shows that almost all the Project Agencies were facing administrative and operational difficulties that need to be resolved promptly.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Administration for child welfare; ed. by T.N. Chaturvedi. New Delhi, I.I.P.A., 1979. 428p. Rs. 100.00.

Though there are not less than 115 laws relating to children on the statute book in India, the country is lagging behind many nations in caring for and protecting its children. The means of administering child welfare measures, the institutions that handle children, the structure and functioning of these institutions, the personnel available to them, their finances, the lateral and vertical coordination between the institutions, the avoidance of overlapping, the realistic programming and project formulation, harmonisation of the voluntary and governmental effort and efficiency to put the available resources to the best advantage of the children, are the factors which need to be looked into by the planners of child welfare programmes. The contributors to this volume touch upon all these aspect and many more. Also presented are two sets of surveys, one of some selected countries abroad, and the other of selected Indian States. Apart from the texts of selected documents there is a comprehensive bibliography of twenty-six pages.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Assessment of evaluation systems for rural development in India, by A.P. Barnabas and M. Lakshmiswaramma. New Delhi, I.I.P.A., 1979. 104p.

This is a paper presented at the Expert Group Meeting on Development of Methodologies for Monitoring and Evaluating Impact of Rural Development, organised by Asian and Pacific Development Administration Centre, Kuala Lumpur, Malaysia, from 7th November to 13th November, 1979. The paper is divided in five parts. Part I describes the rural situation in India and the policy and programmes for rural development over the years. This provides the background of rural conditions and the programmes to alleviate these conditions. In Part II the evolution of the evaluation organisation, the present structure and functions are given. Part III deals with the monitoring process in India. The methodology used in evaluation of rural development programme is discussed in Part IV. Part V is an attempt to analyse the performance of the evaluation systems in India.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. The judicial system, by H.R. Khanna. New Delhi, I.I.P.A., 1980. 95p. Rs. 15.00.

As part of its Silver Jubilee Celebrations the Institute invited Justice H.R. Khanna to deliver a series of lectures on "The Judicial System". The topics for the lectures delivered in December 1979 were: (1) Historical background, (2) Law and its actual working, (3) Objectives and tasks ahead. On the three days the function was presided over by three learned and distinguished persons, namely, M. Hidayatullah, Dr. Nagendra Singh, and Justice A.N. Grover. The lectures and the chairman's remarks are published in this book,

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Politics and administration for total human development, by Swami Ranganathananda. New Delhi, IIPA, 1980. 401p. Rs. 80.00.

This is a collection of about twenty speeches, addresses and select writings by Swami Ranganathananda who has been widely acclaimed as a profound thinker, an erudite scholar, and a gifted speaker. All these essays are focussed on one Central theme, namely, how to raise the standard of human quality and especially of the people in public service. The topics dealt with are role of religion, philosophy of service, training of administration, role of policemen, philosophy of democratic administration, etc.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Secrecy in government; ed. by T.N. Chaturvedi: New Delhi, I.I.P.A., 1980. 389p. Rs. 100.00.

The operations and the practices of the government do require a certain degree of secrecy. This problem of secrecy has caused widespread interest and concern all over the globe. Contributors to this volume have discussed the question of administrative secrecy under several assumptions. They have advanced their reasons for the enlargement of the area of openness and have explored the problem in its theoretical dimensions with reference to specific countries and governments. In addition to articles there are twelve documents as supplementary reading material. Most of them are legislations already passed or are Bills under consideration in the legislature of the respective countries. There is a sixteen-page bibliography.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. KERALA REGIONAL BRANCH. Integrated rural development: some administrative problems and suggested solutions. Trivandrum, IIPA Branch, 1977. 88p.

An Inter Branch Seminar on "Integrated rural development" was held in Trivandrum in February 1977. It was held in collaboration with the Forum for Administrative Reforms, a non-official body. Here are the papers presented at the Seminar, its proceedings and reports of groups.

JHA, PREM SHANKAR. India: a political economy of stagnation. Bombay, Oxford Univ. Press, 1980. 311p. Rs. 70.00.

This book examines the problems of stagnation in the Indian economy, particularly at the end of Third Plan around 1965. In contrast to the purely economic analyses to these questions, the author suggests that the answer might lie, in the changes in the distribution of political power brought about by attempts to force the pace of economic development in the early sixties. The author stresses the role of the "Intermediate class" consisting of the self-employed in trade, manufacturing and service sectors, who were able to play a crucial role in pushing up the price levels and transferring the burden of inflation on to the shoulders of other groups in society. The intermediate class has further strengthened its position by effectively penetrating the bureaucracy and the political apparatus. The book describes the role of the intermediate class in generating and thriving on inflation, the role of gold inflows into the country and their impact on rural saving and dissaving; it also describes the income flows in the "parallel economy" and money markets and examines their role on investments, trade and political power.

JOON-CHEIN, DOH. Eastern intellectuals and western solutions: follower syndrome in Asia. New Delhi, Vikas, 1980. 156p. Rs. 60.00.

This book discusses the frequent failure of Asian intellectuals, arising out of their being deeply influenced by Western methodology and concepts, to correctly analyse and formulate solutions for national problems. Author's contention is that, even during the post-colonial era, influential groups of intellectually colonized Asians have emerged who are knowledgeable about the West but ignorant about Asia. They are persons whose chief concern is with importing Western technology and practices, rather than with utilising local resources. Development programmes devised by these intellectuals have not proved beneficial to all and the poor continue to suffer. Substantial data about household income in India, Korea, Malaysia, Pakistan, the Philippines and Thailand are quoted to demonstrate this. The author urges that Asian governments should move towards the adoption of a process of "people development", under which the role of the state would be defined in terms of uplifting the welfare of the poor to the level of a minimum acceptable standard of living. Five-page selected bibliography is presented in the end.

KANWAR SAIN. The flood problem of India. New Delhi, Birla Institute of Scientific Research, 1979, 46p. Rs. 15.00.

This publication discusses the flood problem of India, its genesis frequency and magnitude, the damage that the floods cause in the flood-prone areas, the possible measures for tackling them, and more importantly, the need for a Central directive, a National Policy and conducting extensive research with a view to having an integrated approach in controlling the floods effectively. In the end statistical data relating flood damage are presented in two tables.

LAVAKARE, P.J., ed. Scientific cooperation for development: search for new directions: ed. by P.J. Lavakare, Ashok Parthasarathi and B.M. Udgaonkar. New Delhi, Vikas, 1980. 216p. Rs. 50.00.

This monograph is brought out by the Indian Pugwash Society. Part I of the monograph reproduces the final agreed text of the Pugwash Guidelines for International Scientific Cooperation for Development. Part II brings together some papers which indicate the growing concern during the last decade, shared by natural and social scientists alike, relating to the social, political and moral problems which arise when scientists from the more developed countries carry out research in the less developed and poorer countries. Part III includes a report on a Special Plenary Session on a Code of Conduct for Scientists, held during the Pugwash Conference at Muhhausen, GDR, in 1976 and other papers used as background material at the Workshop at Badkhal Lake, near Delhi in 1978. It also includes a brief report on the Badkhal Lake Workshop that appeared in *Nature* soon after the Workshop, and an Editorial from *Nature*. Finally, it reproduces the Kuwait Declaration on Technical Cooperation among Developing Countries, and extracts from the Position Paper of the G-77 (developing countries) on the Action Programme for United Nations Conference on Science and Technology for Development.

MEERMAN, JACOB. Public expenditure in Malaysia: who benefits and why. New York, Oxford Univ. Press for World Bank, 1979. 383p. \$ 6.95.

Public expenditure is closely related to policies for reducing poverty. This study uses a specially designed sample survey to generate data on the household consumption of education, medical care, agriculture public utilities, and welfare transfers in Peninsular Malaysia to analyse the question of who benefits from public expenditure. The survey data are combined with independently derived data on government costs of providing the services. The results give an estimate of government spending on households for the various services, partitioned by income, region, ethnic community, and other variables. The complexity of public expenditure benefit incidence is examined in terms of the locus of benefits, their duration, and their valuation. The study also concentrates on the importance, in determining how the actual pattern of consumption evolves, both of having access to a government service, and of knowing the associated private costs of consuming it.

MEYER, MARSHALL W. Change in public bureaucracies. Cambridge, Cambridge Univ. Press, 1979. 251p. \$ 12.50.

This book examines the process of change in some government bureaucracies of elites, countries, and states in United States. The bureaucracies are Finance departments, Comptrollers' offices, controllers' offices, departments of administration, and the like. Variables such as organisational leadership, claims to domain, and survival (as opposed to replacement or reorganisation) are found to mediate environmental effects on bureaucracies. The guiding idea in this book is that the structure and behaviour of public bureaus are largely shaped by environmental forces in larger social and political environments. The concluding chapter draws extensive theoretical implications from the empirical findings of the study. A six-page bibliography is presented in the end.

MUHITH, A.M.A. The deputy commissioner in East Pakistan. Dacca, National Institute of Public Administration, 1968. 120p.

This is an exercise in organisation analysis and the subject of the study is the office of a Deputy Commissioner in East Pakistan. He is a pivot of district administration. The analysis is based on a short study of the Deputy Commissioner's office in Khulna district supported by further checks in the offices at Dacca and Sylhet. The scope of this study includes an explanation of the methodology followed, a resume of the evolution of the office, a general description of the functions, an appraisal of functional distribution and an examination of the staffing pattern. The subsidiary topics are organisation levels, work distribution, work procedure, communication and reporting, and office maintenance and layout. The appendices contain some useful information, namely, organisation charts as proposed by various Reports and as in existence in 1962, chart of recommended structure, list of functions arranged section-wise, statements showing the current distribution of work and staff requirements, list of manuals and reference books in use in the Deputy Commissioner's office, four-page bibliography, etc.

MUTTALIB, M.A. Democracy, bureaucracy and technocracy: assumptions of public management theory. New Delhi, Concept, 1980. 132p. Rs. 50.00.

This study represents a modest attempt to bridge some of the gaps in Public

Administration Theory. Its main thrust is that Public Administration in the confluence of "Politocracy" (Democracy in a country with democratic orientations), Bureaucracy and Technocracy. The theories constructed in this study, flow from their underlying currents. The L.G.S. Theory is the core theory, with L standing for layman—that represents Politocracy; with G standing for generalist—that represents Bureaucracy; and with S standing for specialist—that represents Technocracy. The functions of these sets of administrators, the layman, the generalist and the specialist, must be coordinated to focus on the desired ends. The three processes involved are the political, the organisational and the technical. The study ends with the concluding theory on "The Composite Good of Public Management" that philosophies on the ultimate goal of Public Administration (in a country with democratic orientations) constructed with a enmeshing of the three philosophical streams: Democracy, Bureaucracy and Technocracy.

OPEN UNIVERSITY. Public policy in theory and practice. London, Hooper and Stoughton in association with the Open University Press, 1979. 307p. £ 6 95.

Policy studies are taking on new significance within the wider subject areas of politics, government and public administration. This publication is a reader edited by Christopher Pollitt and others for the "Policies, People and Administration" Course Team at the Open University. It examines all the main stages in the policy cycle, from formulation and implementation to evaluation and change, through a collection of articles presented within an overall framework of explanation and comments by the editors. While preserving a careful balance between local and central policy-making and between theory and actual case studies, the editors look at the different types of policy making, the interaction between citizen and the state, and the factors which lead to distortion of intended effects.

OYEDIRAN, OYELEYE, ed. Nigerian government and politics under military rule, 1967-79. London, Macmillan, 1979. 310p. £12.00.

The purpose of fourteen contributions in this publication is to assess the impact of military rule on Nigerian political and governmental processes and institutions. The topics covered are the civil war, the civil service, foreign policy, the press, local government, revenue allocation, the making of the 1979 Nigerian constitution, the dilemma of military withdrawal and the struggle for power by the politicians who hope to succeed them. Also presents a four-page bibliography.

PRASAD, ANIRUDH. Social engineering and constitutional protection of Weaker Sections in India. New Delhi, Deep & Deep, 1980, 280p. Rs. 60.00.

India has adopted the principles of social engineering, so as to maintain a proper balance between individual liberty and social control in order that the freedom guaranteed to the individual may subserve the larger needs of the community and thus ensure orderly progress toward securing justice—social, economic, and political. The scope of this book is limited to the study of constitutional protection in favour of the weaker sections of society based on socio-economic and political criterion. The constitutional protection can be implemented through the executive and legislative measures and the role of the judiciary comes as a supervisor. In this study the role of judiciary as an effective agency of enforcing "social engineering" has been examined, though the executive and legislative measures have also

come for consideration incidentally. Hypothetico-deductive method is used to analyse judicial interpretation.

PUTTASWAMAIAH, K. Economic development of Karnataka: a treatise in continuity and change. New Delhi, Oxford IBH, 1980. 2 Vols. Rs. 650.00.

This book, in two volumes, attempts to trace the past, indicates the present level of development and discusses the future prospects in Karnataka. After a brief introduction, the second chapter attempts to identify the present level of development to assess the resource endowment of the State for economic development. The third chapter provides a concise history of the economic conditions of the people of the state from the very early times to the present. Against this background the subsequent chapters give a detailed account of sectoral developments and the last chapter tries to set out a plan for the future. Sectors like agriculture, horticulture, fisheries, animal husbandry, irrigation and power, industries, sericulture, forestry, communications, banking and cooperation, education and social services, tourism, famines and droughts, integrated rural development, other special programmes, Western Ghats development, planning for development and employment are also discussed in different chapters. There is a forty-page bibliography.

RAJA, IRFAN UR REHMAN. Administration: its theory, history and practice with special reference to Pakistan. Lahore, Catapult Publishers, 1976. 235p. Rs. 40.00.

The author has visualized and expounded an all-embracing definition of administration. This is a documented and comprehensive historical study of the concept of administration. The author has devoted special attention to the development of modern administrative set-up and the origin, recruitment and development of the ICS in British India. Four chapters are devoted to the study of bureaucracy in Pakistan. The author has examined the transplantation of the British administrative pattern in Pakistan, its problems and various efforts to reform the system, and impact of Ayub and Yahya's rule on the role of bureaucracy in the political decision making process. The administrative reforms introduced by the People's Government are also reviewed. Also presents an eight-page bibliography.

RAMASWAMY, N.S. The management of political systems. New Delhi, Newman Group of Publishers, for Indian Institute of Management, Bangalore, 1979. 266p. Rs. 60.00.

This is an attempt to extend the concepts of management to political parties and electoral systems. The author has suggested the restructuring of the executive and electoral systems and the reconstitution of the existing states into smaller ones within the existing parliamentary democratic framework in order to stabilize the system as a whole. The objective of the analysis of the political system and its values is primarily to save the framework of Political democracy and effect piecemeal reform. There are three specific problems (and associated remedies) in the Indian context that this book selectively concerned about: the electoral, executive, and the state systems.

SAHAL, JUGENDRA. Urban complex of an industrial city. Allahabad, Chugh Publications, 1980. 255p. Rs. 65.00.

This is an attempt to bring to the focus the social and economic consequences of urban growth in India, with special reference to Durgapur, a growing steel town of West Bengal. For this study the social and economic aspects of urban growth have been taken up as the base indicators to explain the nature of urban growth at a particular place over a particular time. It is based on primary and secondary sources of data and has an exploratory design. Sociologists have been long trying to associate urban growth with different social and economic aspects. A number of them have examined the impact of the city upon human ecology and social structure. The general framework within which this study has been planned refers to two widely accepted views. One is that of Hoselitz, who maintains that in the developing countries the relationship between urbanisation, economic growth and cultural change is not so well defined as in the West. Secondly, whether the city has played any role in the diffusion of modernity in the region, is judged with reference to Lerner's study on modernisation. Rapid urban growth is accompanied by mounting social and personal disorganisation presumably caused by, or at least associated with the nature, conditions and tempo of urban life, whether or not this is the case of Durgapur is analysed. There is a fifteen-page bibliography.

SINHA, P.K. Social security measures in India. New Delhi, Classical Publications, 1980. 248p. Rs. 80.00.

This book starts with the origin's of social security and shows how out of the strong advocacy of the *Laissez-faire* theory the concept of welfare state emerged and became an important ingredient of planning. Second Chapter is devoted to the social security legislation and hindrances during colonial period. The important legislations and the changes introduced in them so far are examined in third chapter. In chapter four employer's view of social security measures is examined, while the impact of these measures is discussed in fifth chapter. In sixth chapter comparison is made with other countries and suggestions are put forth in the last chapter. Also presents an eight-page bibliography.

SINHA, RAGHUVIR. Content analysis: a new method in social research. New Delhi, Ambika Publications, 1980. 119p. Rs. 40.00.

Content Analysis is a new research method in social sciences which has been developed in Western countries during the last five decades or so. It is being used there extensively in various fields, in sociology, social psychology, political science, journalism and literature and in all communication research and is now being extended to several other new areas. In this book Content Analysis is presented as an independent modern research technique in social sciences. The presentation is in its two perspectives, as an independent technique of research with its decisive implications, and as a communication study. Different components of the method are analysed, its actual application to different disciplines is discussed, and some new areas are suggested to which it can be conveniently extended.

SOLOMAN, DAVID. Inside the Australian parliament. Sydney, George Allen & Unwin, 1978. 211p. £ 8.95.

This book about Australian Parliament provides a description of the important

procedures of the two houses of the parliament and attempts to explain what lies behind many of the formal trappings which develop parliamentary activity in Canberra. It is concerned with examining the extent to which parliament carries out the functions it is supposed to carry out and also with those events outside the two chambers of the parliament which affect the workings of the parliament. The emphasis is on what does happen inside and not on what is supposed to happen. The aim is to see how and where parliament fits into the Australian political system. Also presents a seven-page select bibliography.

SRI LANKA ACADEMY OF ADMINISTRATIVE STUDIES. Management training in Sri Lanka: a brief study of the public sector, by A.L. Minkes and R.M. Withana. Colombo, the Academy, 1977. 91p. Rs. 5.00.

This monograph based on work undertaken by the two authors in 1973, is written with the modest aims of establishing some basic data and ideas on the scale of management training requirements in Sri Lanka. The objective is to indicate broadly the nature of management training and education specially in the public sector in Sri Lanka, to outline where possible the training needs in this sector over the next several years, and to focus on some of the central issues in training and management development mainly in the public service and state corporations and briefly in the private sector. The questionnaire, the list of organisations which returned completed questionnaire, and statistical tables are presented in appendices.

SUBRAMANIAM, C. The new strategy in Indian agriculture: the first decade and after. New Delhi, Vikas, 1979. 91p. Rs. 40.00.

This publication describes how a new and promising technology was translated into a new strategy for agricultural development, to meet India's urgent food needs. It discusses the difficulties involved in introducing such a change—bureaucratic resistance, political opposition and intervention, conservatism among scientists and economists, and unfavourable press relations. The author also describes the wide range of policy measures adopted to ensure successful implementation of the new strategy and the problems encountered in their implementation. These are the lectures delivered in 1978 on India's green revolution to the students of the Masters programme in Agricultural Development Economics at the Development Studies Centre, Australian National University.

SWAMY, DALIP S. Multinational corporations and the world economy. New Delhi, AIPS (international) Publishers, 1980. 256p. Rs. 90.00.

This volume is concerned with the historical evolution and future developments of multinationals, their changing role in advanced as well as underdeveloped countries and their impact on world society and working class. It is particularly focussed on the role of the multinationals and of direct foreign investment in India and the economic and political power of the multinational corporate system in the contemporary world economy. Certain important aspects of modern world, which are connected with the growth of multinationals like transfer of technology, disruption of international economic order and emergence of the world capitalist state are also considered in depth. The author employs rigorous analysis and uses simple but finished tables of the relevant data to substantiate his conclusions. Eleven-page bibliography is presented in the end.

UNITED NATIONS. Handbook on the improvement of administrative management in public administration. New York, U.N., 1979. 67p. \$ 6.00.

Since the 1950s organisation and methods (O and M) units and similar institutions have been established by Governments in most of the developing countries. However, there is wide divergence in the objectives and scope of O and M services and its potential has not been fully developed to counteract management problems in government, which continue to grow. The purpose of this Handbook is to review some of these problems, based on the experiences of different countries, and develop some guidelines for increasing the effectiveness of O and M services. Designed to examine and find new solutions to persisting problems, it is divided into two main parts and a conclusion. Part one is concerned with internal arrangements and use of local staff resources as part of the measures used to effect management improvements. Second part deals with the approaches to utilise outside management consulting assistance. The Handbook is an update of the *The Administration of Organization and Methods Services*, issued by the United Nations in 1969.

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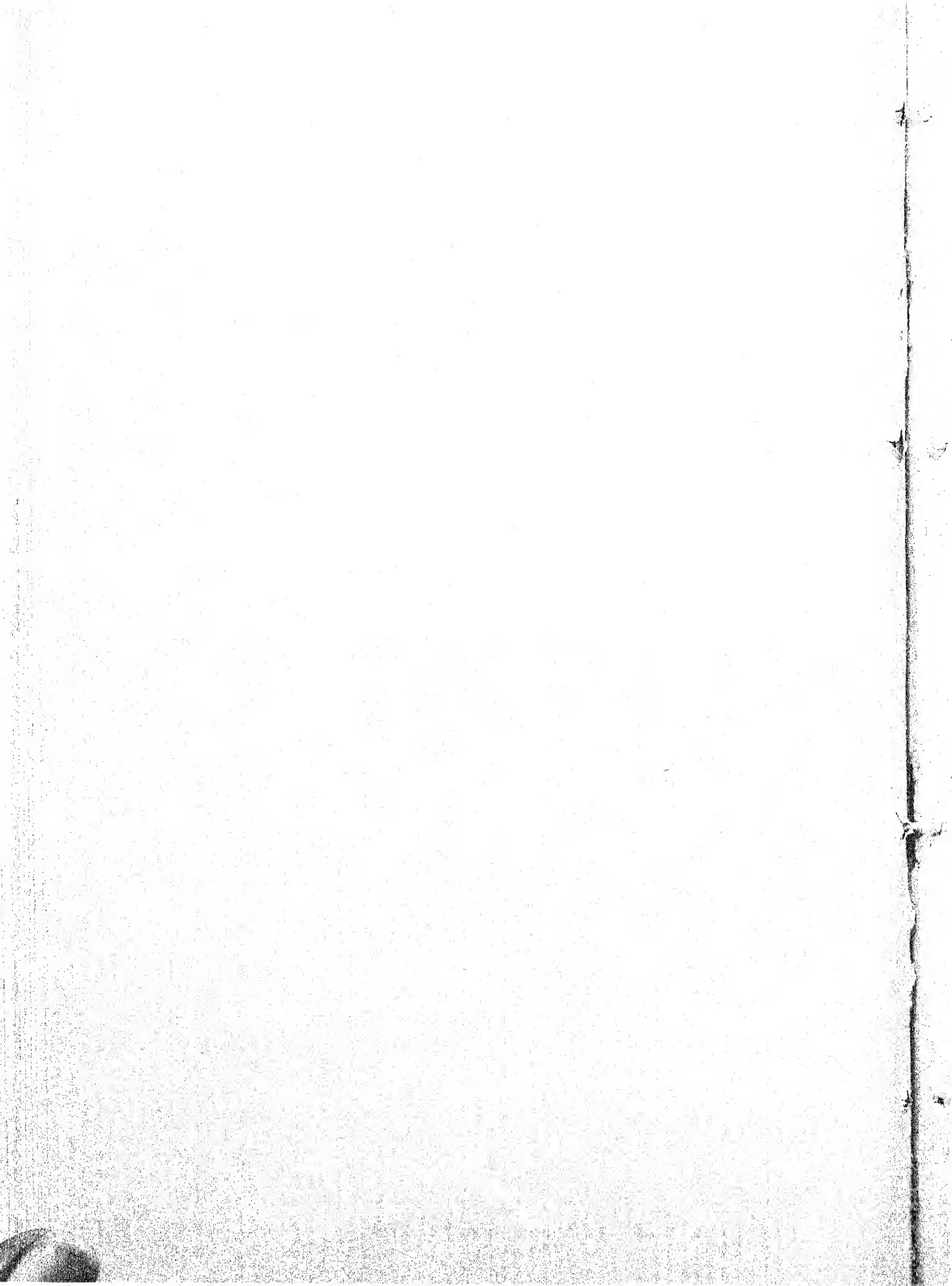
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INDEX AND ABSTRACTS OF ARTICLES

ACCOUNTING

POINTS, RONALD J. and BRUCE MICHELSON. Improving accounting and financial reporting in the federal government. *Government Accountants Journal*, 28(4) Winter 79-80, p.39-42.

ADMINISTRATIVE CONTROL

BURNETT, ARTHUR L. Management's positive interest in accountability through whistleblowing. *Bureaucrat*, 9(2) Summer 80, p.5-10.

COLLETT, MERRILL J. Concluding thoughts about accountability in government. *Bureaucrat*, 9(2) Summer 80, p.20-2.

YOUNG, JOHN D. Accountability in government: many things to many people. *Bureaucrat*, 9(1) Spring 80, p.17-20.

ADMINISTRATIVE REORGANISATION

PANT, DINESH P. Development and administrative capability. *Prashasan*, 11(2) Mar. 80, p.28-41.

In spite of well defined development objectives and policies the developing countries have not made much progress because the creation of administrative capabilities has been a missing ingredient in development strategy. The role of administrative improvement in the successful implementation of development programmes was not recognised till the first three decades of this century. Today in all coun-

tries administrative reform programmes to achieve the goal of development administration are being formulated and executed. Administrative reform is a continuous process which needs to be institutionalised to strengthen the administration. Various factors which play a significant role in increasing the effectiveness of administrative reforms are analysed. A brief history of administrative practices in Nepal is presented. In Nepal the process of modernising the administration began in 1951. Administrative machinery has been a major factor responsible for the weak implementation of Nepal's five year plans which have failed to bring about significant change in people's life style. The resistances in the process of reforms in Nepal are discussed.

AGRICULTURAL CREDIT

BASANNA, H. (G.B.R. College, Hadagali) Rural development in Karnataka: role of Grameena Bank. *Yojana*, 24(21) 16-30, Nov. 80, p. 29, 34.

Regional rural banks popularly known as Grameena Banks came on the Indian banking scene to fill the void created in the rural credit structure following the abolition of traditional sources of credit and finance. This article deals with the functioning and achievements of the Tungabhadra Grameena Bank which covers Bellary and Raichur districts in Karnataka. The Bank has proved to be a powerful agency in rural development. Some measures for further improvement are suggested.

PATEL, A.R. Rural credit system for the eighties. *Kurukshetra*, 29(2) 16 Oct. 80, p.7-10.

SEN, SUNIL. Rural credit and peasant mobilisation. *Mainstream*, 19(15) 13 Dec. 80, p.23-4.

AGRICULTURAL DEVELOPMENT

BACHMAN, KENNETH L. and LEONARDO A. PAULINO. Rapid growth in food production in 16 developing countries, 1961-76. *Development Digest*, 18(2) Apr. 80, p.20-30.

AGRICULTURAL EXTENSION

VENKATESAN, V. 'Why not do away with VLWS?—another view. *Kurukshetra*, 29(3) 1 Nov. 80, p.4-7.

AGRICULTURAL MARKETING

VASUDEVA RAO, D. Contribution of weekly markets to rural development. *Eastern Economist*, 75(16) 17 Oct. 80, p.907-7.

In India the marketing channels are too poor and inconvenient for the poor farmers. In this article an attempt is made to examine the availability of (locational aspects) of weekly markets as channels of marketing to the farmers. Belgaum district in the North Karnatak region is selected for the study. Only a strong network of weekly markets can enable all classes of farmers to enjoy equitably the fruits of irrigation.

AGRICULTURAL RESEARCH

MATHUR, P.N. Journalism in rural development. *Vidura*, 17(4) Aug. 80, p.245-7.

In Indian agriculture there is a noticeable gap between research and its application on farms. Mass media can play a significant role in the transfer of agricultural technology to the rural masses. This article deals with the role of farm periodicals.

Today about 250 farm periodicals are published in India. Reasons behind lack of farm journalism are analysed. Research findings should be made available to farm editors. The Indian Council of Agricultural Research and the agricultural universities should take up the training of journalistic manpower.

AGRICULTURE

MARCELLIN, ROGER. New tools for a new agriculture. *OECD Observer*, (106) Sept. 80, p.24-7.

NORONHA, R.P. The goose and the golden eggs—a study of Indian farming. *Man and Development*, 11(3) Sept. 80, p.31-8.

SWAMINATHAN, M.S. Agriculture—an instrument of growth. *Cooperative News Digest*, 31(6) June 80, p. 93-5.

AGRICULTURE AND STATE

CHACKO, VALALE I. Agricultural policy: an area of conflict. *Commerce*, 141(3625) 13 Dec. 80, p. 1117-19.

PATEL, I.G. Policy framework for agriculture. *Business Standard*, 19 Dec. 80, p.5; 20 Dec. 80, p.5; 23 Dec. 80, p.5; 24 Dec. 80, p.5.

AIR POLLUTION

BHARGAVA, AKSHEY and ASHOK MAHESHWARI. Air pollution—its historical perspective. *Civic Affairs*, 28(1) Aug. 80, p. 115-21.

AIRLINES

D'MONTE, DARRYL. Air India in distress. *Indian Express*, 17 Oct. 80, p.6; 18 Oct. 80, p.6.

ANTHROPOLOGY

MANDELBAUM, DAVID G. Anthropology and challenges of development. *Eco-*

conomic and Political Weekly, 15(44) 1 Nov. 80, p.1898-1901.

stitutional right? Cochin University Law Review, 3(1) Mar. 79, p. 88-102.

AUDITING

BROWN, RICHARD E. and RALPH CRAFT. Auditing and public administration: the unrealized partnership. Public Administration Review, 40(3) May-June 80, p.259-65.

KUMBHAT, SUNIL KUMAR. Propriety audit in public sector companies. Eastern Economist, 75(24) 12 Dec. 80, p.1325-6.

Propriety audit stands for audit against extravagance, loss or infructuous expenditure. The tests are—economy, efficiency, and faithfulness. The author has analysed the role of propriety auditing public sector companies by pointing out the relevant sections in the Companies Act. which have the character of propriety audit.

LEVINE, HARRY. Operational auditing—a must for local government. Government Accountants Journal, 29(1) Spring 80, p. 24-8.

AUTHORITARIANISM

PANDEY, JANAK. Authoritarianism. Seminar, (255) Nov. 80, p.12-14.

SAHGAL, NAYANTARA. A democratic way to dictatorship. Indian Express, 27 Nov. 80, p.6.

BACKWARD CLASSES

KACHWE, S.T., G K. SANGLE and V.K. PATIL. Planning the uplift of backward classes. Eastern Economist, 75(13) 26 Sept. 80, p. 743-4.

NAIR, G. RAVINDRAN. Backward classes: eliminating the discriminations. Economic Times, 31 Dec. 80, p.5.

BAIL

SINGH, T.N. Is the right to bail a con-

BANKS

KALYANI, M. Innovative banking: a new dimension, Economic Times, 12 Nov. 80, p.5.

KHAN, M.Y. Development banking in India: role and problems. Artha Vijnana, 22(1) Mar. 80, p.89-106.

BIRTH CONTROL

BERELSON, BERNARD and ROBERT H. HAVEMAN. On allocating resources for fertility reduction in developing countries. Population Studies, 34(2) July 80, p.227-37.

BHUYAN, K.C. Some aspects of the family planning programme in rural Bangladesh—a case study. Journal of Family Welfare, 27(1) Sept. 80, p.3-15.

LYLE, KATHERINE CHIU. China's birth planning: organisation since the cultural revolution. Human Organisation 39(2) Summer 80, p.197-201.

BOARDS AND COMMISSIONS

WELBORN, DAVID M. and ANTHONY E. BROWN. Power and politics in Federal Regulatory Commissions. Administration and Society, 12(1) May 80, p.37-68.

BONUS

KHOSLA, G.S. Bonus question: some lessons from the railways. Statesman, 18 Oct. 80, p.6.

BUDGET

SHRESTHA, MANOHAR K. Analysis of budgetary system of HMG. Prashasan, 11(3) July 80, p.10-38.

BUDGET—PROCEDURE

CLYNCH, EDWARD J. Zero base budgeting: a strategy for institutionalization. *Midwest Review of Public Administration*, 13(3) Sept. 79, p.157-61.

DAS GUPTA, A.K. Road to programme budgeting. *Calcutta Municipal Gazette*, 98(13) 1 Nov. 80, p.1830-2.

FITZPATRICK, JOHN S. Montana's experiment with zero-base budgeting. *State Government*, 53(1) Winter 80, p.11-16.

MARCHAND, DONALD A. and CHARLIE B. TYER. Budgeting information resources: some alternative approaches. *International Journal of Public Administration*, 1(3) 79, p.237-59.

MOORE, PERRY. Zero-base budgeting in American cities. *Public Administration Review*, 40(3) May-June 80, p.253-8.

BUILDING—CONTRACTS

SLAWSKY, NORMAN J. and JOHN J. DEMARCO. Is the price right?—State and local government architect and engineer selection. *Public Administration Review*, 40(3) May-June 80, p.269-74.

BUREAUCRACY

BEAM, GEORGE D. The Parkinson-Peter pasquinade. *Bureaucrat*, 9(2) Summer 80, p.69-79.

BURNS, TOM. Sovereignty, interests and bureaucracy in the modern state. *British Journal of Sociology*, 31(4) Dec. 80, p.491-506.

DAVE, ROHIT. Bureaucratisation of power. *Commerce*, 14(3619) 1 Nov. 80, p.837.

A number of explanations are given as to why India seems to be passing at the moment through a period of transition. In fact Indian position is not very different

from those in other countries and the difference lies more in degree than kind. The main feature of the challenge posed before public administration is that the concept of legitimacy has undergone a subtle change. More and more powers are concentrated in the bureaucracy. Solutions are necessary to overcome the phenomenon that though theoretically the basis of power is located in the political system, in practice it is wielded by the bureaucracy.

HEPER, METIN, CHONG LIM KIM and SEONG-TONG PAI. The role of bureaucracy and regime types: a comparative study of Turkish and South Korean higher civil servants. *Administration and Society*, 12(2) Aug. 80, p.137-57.

The objective is to assess the validity of one general proposition that has been central to much of the thinking and theorizing among students of comparative public administration. It is that the political roles of public bureaucracies vary systematically with the regime types. This proposition is examined in the context of two disparate political systems; Korea and Turkey. The data are derived from personal interviews conducted with 232 Turkish and 225 Korean civil servants of the highest ranks. The analysis focuses on three aspects of the bureaucracy: its policy-making role, its accountability to the public, and the character of its professional norms. The evidence lends no support for the proposition and thereby raises some questions about its validity.—*Reproduced*.

KHANNA, K.C. Taming the bureaucracy: from subordination to subservience. *Times of India*, 25 Nov. 80, p.8.

MOORE, MICHAEL. Public bureaucracy in the post-colonial state: some questions on 'autonomy' and 'dominance' in South Asia. *Development and Change*, 11(1) Jan. 80, p.137-48.

PORTER, BRUCE D. Parkinson's Law revisited: war and the growth of American

government. Public Interest, (60) Summer 80, p.50-68.

ROSENBLOOM, DAVID H. Representative bureaucracy: still controversial after all these years? Administrative Change, 7(1) July-Dec. 79, p.1-10.

WOOD, GEOFF. Bureaucracy and the post-colonial state in South Asia: a reply. Development and Change, 11(1) Jan. 80, p.149-56.

CABINET SYSTEM

PAL, R.N. The prime minister and the cabinet form of government: a case study of Britain and France. Journal of Constitutional and Parliamentary Studies, 13(3) July-Sept. 80, p.320-7.

CAPITAL PUNISHMENT

BAILEY, WILLIAM C. A multivariate cross-sectional analysis of the deterrent effect of the death penalty. Sociology and Social Research, 64(2) Jan. 80, p.183-207.

CAPITALISM

SWEEZY, PAUL M. Capitalism and democracy. Monthly Review, 32(2) June 80, p.27-32.

CENSUS

SINGH, MADAN. The Indian census: problem of comparability. Economic Times, 24 Nov. 80, p.5.

SRIVASTAVA, S.C. 1981 census schedule: a note. Economic and Political Weekly, 15(48) 29 Nov. 80, p.2027-8.

CHILD WELFARE

O'DALY, NIAMH. Changing attitudes to children. Administration, 27(4) Winter 79, p.475-93.

CHINA—ECONOMIC POLICY

ANDORS, STEPHEN. The political and

organizational implications of China's new economic policies, 1976-1979. Bulletin of Concerned Asian Scholars, 12(2) Apr.-June 80, p.44-57.

CITY MANAGERS

REED, ALAN. The chief administrative officer in urban administration. International Journal of Public Administration, 1(2) 79, p.193-212.

CITY PLANNING

CHATTERJI, M.N. System approach to urban and regional planning: a critique and the validity and applicability of this approach in practice. Urban and Rural Planning Thought, 21(1-2) Jan.-June 78, p.1-17.

DESHPANDE, S.P. and N. PANDALAI. Development of coastal towns. Quarterly Journal of the Local Self-Government Institute, 51(1) July-Sept. 80, p.27-32.

HAGMAN, DONALD G. English planning and environmental law and administration: the 1970s. Journal of the American Planning Association, 46(2) Apr. 80, p.162-71.

KRISHNA RAO, G.B. The town planning legislation in India: problems and prospects. Urban and Rural Planning Thought, 21(1-2) Jan.-June 78, p.55-9.

SINGH, L. MANGOL. Planning proposals for Greater Imphal. Civic Affairs, 28(1) Aug. 80, p.9-21.

TAYLOR, NIGLER. Planning theory and the philosophy of planning. Urban Studies, 17(2) June 80, p.159-72.

CIVIL LIBERTIES

CHOPRA, PRAN. Civil liberties and red herrings. Hindustan Times, 13 Dec. 80, p.7.

DHAR, NIRANJAN. Economic rights and the constitution. Radical Humanist, 44(7) Oct. 80, p.9-13.

DIWAN, PARAS. Directive principles versus fundamental rights. *Mainstream*, 19(12) 22 Nov. 80, p.20-4; 19(13) 29Dec. 80, p.25-8.

GAUR, K.D. Personal liberty and national emergency: a critical appraisal. *Journal of Constitutional and Parliamentary Studies*, 13(3) July-Sept. 79, p.265-82.

MINATTUR, JOSEPH. The illusion of independence: civil rights in the dominion of India. *Cochin University Law Review*, 3(4) Dec. 79, p.401-16.

NOORANI, A.G. The Daes report: human rights, India vs. UN? *Indian Express*, 13 Dec. 80, p.6.

RAKSHIT, NIRMALENDU BIKAS. Parliament and fundamental rights. *Modern Review*, 143(857) May 79, p.278-87.

CIVIL-MILITARY RELATIONS

ALBRIGHT, DAVID E. A comparative conceptualization of civil-military relations. *World Politics*, 32(4) July 80, p.553-76.

HASTEDT, GLENN P. Military reorganization, civil-military relations and the Carter presidency. *Bureaucrat*, 9(2) Summer 80, p.23-30.

WERMUTH, ANTHONY L. Civil-military relations in the Department of Defense: perspectives, perceptions, and proposals. *Bureaucrat*, 9(1) Spring 80, p.26-34.

CIVIL SERVICE

BANNERJI, S.K. The mess we are in: handiwork of our politicians. *Statesman*, 20 Dec. 80, p.6.

CLEARY, ROBERT E. The professional as public servant: the decision-making dilemma. *International Journal of Public Administration*, 2(2) 80, p.151-60.

DASH, C.D. A report on the opinion re-

garding different aspects of the P.C.S. expressed by new entrants. *Journal of State Politics and Administration*, 2(1-2) & 3(1) Jan.-Dec. 79 & Jan.-June 80, p.60-4.

The author carried on a study of the Provincial Civil Service of Uttar Pradesh for his Doctoral Degree during the period 1973-75 among a total number of 125 respondents. Their responses to different aspects of the Service were recorded, tabulated and analysed for the dissertation. The results are presented here in the form of eight tables.

DUBHASHI, P.R. Civil service to-day: creating a real wonderland. *Statesman*, 16 Nov. 80, p.6.

GAFFNEY, SEAMUS. Reforms in the U.S. federal civil service personnel systems. *Administration*, 27(4) Winter 79, p. 428-48.

The purpose of this article is to examine in detail the wide-ranging and ambitious programme of reform currently under way in personnel management systems in the United States federal civil service. The objectives and nature of the reform measures being carried out under the Civil Service Reform Act, 1978, are analysed. The bold innovation in these reforms is the gradeless, flexibly-deployable Senior Executive Service with salaries related to performance.

KELLY, DES. The public service reform programme. *Administration*, 27(4) Winter 79, p.399-407.

This article deals with the reform programme in Ireland based on the report by Public Services Organisation Review Group, known as Devlin report. Department of Public Service has been specially created to bring about the change. The author has analysed the criticism leveled against the reform programme and its implementation and has made an attempt to show that the structural reforms are not viewed in the Department as isolated

measures but are part of an integrated strategy. The place of the staff support systems of finance, planning, organisation and personnel is also briefly explained.

LINCOLN, COLM. (Dept. of the Public Service, Dublin). Watchdog at the window: the Public Service Advisory Council in the Irish public service. *Management Services in Government*, 35(2) May 80, p.69-75.

The main recommendations in the Devlin report are briefly summarised. Accordingly the Public Service Advisory Council came into statutory existence in 1973. This article outlines the origins, role and activities of this Council in the Irish government system. The Council's annual reports are laid before Parliament. The Council is expected to provide a window on the public service and perform a dual role of guide and watch-dog for the public interest. The way in which this role has been performed is examined in this study. The Council has achieved its main objective of the cross-fertilisation of ideas derived from drawing together people with differing experiences in the public and private sector.

LYNN, NAOMI B. and RICHARD E. VADEN. (Kansas State Univ.) Federal executives: initial reactions to change. *Administration and Society*, 12(1) May 80, p.101-20.

In 1978, before the passage of the 1978 Civil Service Reform Act, a questionnaire was mailed to federal executives to determine their attitude toward the proposed reforms. Included in the questionnaire was an open-ended question which was filled out by 660 executives at the GS 15-18 levels. Through content analysis, 8 areas of concern and potential barriers to meaningful transition were identified. The most frequently expressed theme was the fear that the new legislation would lead to politicization of the civil service. Other themes in the study were: affirmative action, bureaucratic image, bonuses, cronyism, managerial power, pay, performance evalu-

ations, and unions. These issues must be identified and evaluated if the Office of Personnel Management is to achieve meaningful change. —*Reproduced*

MCINTYRE, DOUGLAS I. The Michigan approach to civil service reform. *Public Personnel Management*, 9(2) Mar.-Apr. 80, p.68-74.

MODDIE, A.D. The mess we are in: cutting the *Sirkar* down to size. *Statesman*, 21 Dec. 80, p.6.

O'NUALLAIN, COLM. Sharing the nation's resources: problems of administration in the public service. *Administration*, 27(4) Winter 79, p.449-58.

Problems of administrative reforms in the public service are illustrated with some issues which have to be weighed in allocating resources to and within the health services in Ireland. Structural problems in administration at the national and subnational levels are analysed. A time-scale for the necessary reform and adaptation of the public service on the lines of the Devlin recommendations has to be determined. Public Servants should be of the highest quality to ensure that public expenditure is cost-effective. Advancement to the highest posts in public service should be strictly on merit. Greater attention and resources should be devoted to adapt personnel policies and secure greater personnel development.

RAO, T.M. All play and no work: civil servants are not on the job. *Statesman*, 9 Nov. 80, p.6.

ROCHE, RICHARD. The role of the Department of the Public Service. *Administration*, 27(4) Winter 79, p.408-14.

Here are some thoughts on the Department of Public Service and on its operations. The Public Service Organisation Review Group (Ireland) has suggested a reform programme in its report published ten years ago. The public service is no

more unified now and the mobility within it is no more obvious than it was in 1969. The changes that have taken place have not produced a structure reformed on the lines suggested by the Devlin Group. The reasons behind the non-fulfilment of Devlin targets are analysed. There are some departures from the Devlin model in the Order of 1973 which established the Department of Public Service. The "controller" function forced on the Department, limits the possible achievements in the area of public service reform. The author's contention is that the role being played by the Department makes it difficult if not impossible to win the hearts and minds of the personnel of the departments and agencies it seeks to reform. This article is based on an address delivered in April 1979.

ROHR, JOHN A. Ethics for the senior executive service: suggestions for management training. *Administration and Society*, 12(2) Aug. 80, p.203-16.

The Senior Executive Service (SES), the show case of the Civil Service Reform Act, has been caught up in controversies on the degree to which it will "politicize" the higher reaches of the career civil service. This article argues that the creation of the SES represents a formal recognition of the higher civil service as an institution of government with significant normative consequences for those who hold these positions. Chief among these consequences is the extent to which SES personnel should welcome or resist political pressures. A method of integrating the ethical aspects of this question into management training programmes is developed in this article.—*Reproduced.*

RUSTOMJI, NARI. Changing the guard: unimportance of being earnest. *Statesman*, 21 Oct. 80, p.6.

The effective implementation of government policies depends on an efficient civil service. In former days, ICS offered a career of dignity, self-respect and indepen-

dence. Seniority was the main criterion for promotion and not much could be gained by winning favours at centres of power. It is a mistake to compare the style of functioning of two successive services, ICS and IAS. The IAS had to bear the main brunt of ministerial enthusiasm and busy-bodying. It has lost both ways. It has been denied the prestige and respect enjoyed by the ICS, and its officers are sermonised to live simply by dignitaries having no intention to act on their own precepts. The IAS should be accorded the respect due to it and offered the opportunity to build up a tradition of efficient service.

SINHA, NISHI. The IAS—a much maligned monster. *Amrita Bazar Patrika*, 16 Dec. 80, p.6.

The IAS has not been able to live up to the traditions of the good old ICS, but the reasons for this failure are very much beyond the control of the IAS officers. The bases necessary to fulfil the high hopes have been demolished systematically, one by one. It is argued that the deterioration is due to rapid politico-economic changes. Now it is difficult to enforce discipline in junior staff. Apart from deteriorating service conditions there is instability in officers' tenure due to the breakdown of the political system. There is no mutual confidence between officers and political bosses.

WILDING, R.W.L. The civil servant as policy adviser. *Management Services in Government*, 35(3) Aug. 80, p.117-22.

The interests of the country are best served by a permanent and non-political civil service giving an objective advice but the critics do suggest that the civil service cannot be non-political and the advice it gives cannot be objective. In this paper the author has offered some reflections on this question. In giving policy advice to Ministers the civil servant's job essentially is to lay out options, to expose the consequences and implications of those options, recommend the best course to follow and then

leave it to the Minister to decide between the options. The considerations that advice on policy has to cover are discussed. Most of the policy decisions represent changes in an existing policy and the proportion of completely new decisions is relatively low. Civil servants' contribution is essential as the link between policy and execution is very close. Policy advice needs a highly professional skill which cannot be acquired without time, labour, training and intelligent application. Hence the need for a permanent civil service.

CIVIL SERVICE AND LEGISLATORS

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Among politicians the search for scapegoats for our present ills is far more widespread than the search for remedies. They attribute most of our troubles to the much maligned bureaucracy. While under British Raj the district officers used to spend more time with villagers, their successors are devoting a great deal of their time running around and entertaining VIPs. In the light of the pressures brought to bear on civil servants author recalls how he was treated by political leaders of stature. With the demise of political leaders of stature the administrators are receiving less and less support from their political masters.

SAXENA, PRADEEP and RAJENDRA JOSHI. (Rajasthan Univ.) Minister-civil servant relationship: the Indian context. *Journal of Constitutional and Parliamentary Studies*, 13(2) Apr.-June 79, p.184-96.

The relationship between ministers and civil servants has different connotations. On their balanced relationship the success of democracy depends. The purpose of this paper is to analyse the complex of politico-administrative network of minister-civil servant relationship and the causes of tensions. The politicians have tamed the bureaucrats, exploited their weaknesses and

have tempted them to indulge in malpractices. The survey of various incidents indicates that there is lack of balance between political policy making institutions and bureaucratic policy implementing structures. The political executives should accept the civil servant as a responsible partner in the venture of national development.

THOMPSON, FRANK J. Professionalism, mistrust of politicians and the receptivity of civil servants to procedural buffers: the case of personnel officials. *Midwest Review of Public Administration*, 13(3) Sept. 79, p.143-56.

The purpose of this empirical study is to examine the mistrust of elected officials among public administrators. The personnel policy arena provides a useful focus for preliminary analysis of some sources and implications of political mistrust among civil servants. This essay examines two sets of related hypothesis: (1) that certain work-related characteristics (especially professionalism) precipitate greater political mistrust among administrations; (2) that, in turn, this mistrust generates greater receptivity to procedural buffers.

CIVIL SERVICE COMMISSIONS

KATYAL, K.K. How autonomous are the P.S.C.S.? *Hindu*, 1 Dec. 80, p.8.

Public service commissions have to ensure neutrality and continuity of the services. They should function and be allowed to function, in the manner envisioned in the constitution. The number of *ad hoc* appointments without consulting commissions is increasing. While commissions' powers can be curtailed by presidential regulations, additional powers can be conferred only through legislation. The commissions should be vigilant against intrusion into their sphere of activity by the executive and have respect for constitutional provisions and conventions aimed at preserving their independence. Posts in the commissions have become part of political

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patronage and the party in power selects those who are beholden to it.

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DEVELOPMENT ADMINISTRATION

HOPE, KEMPE R. (Daemen College, Amhurst). Development and development administration: perspectives and dimensions. *Administrative Change*, 7(1) July-Dec. 79, p.11-24.

Though there is a fairly general consensus on the meaning and significance of development administration, the examination of the voluminous literature on development indicates that there is much disagreement on what development is all about and how it should be measured. In this paper the perspectives and dimensions of development and development administration are examined. It is suggested that for the developing countries the only acceptable policy for decades ahead should be development of the people, by the people, and for the people, with development without dependence as an end result.

QUAH, JON S.T. (Singapore Univ.) Regressive administration: some second thoughts on the concept of development administration. *Administrative change*, 7(1) July-Dec. 79, p.25-36.

This paper attempts: (1) to show that there is a great deal of confusion over the meaning of development administration which results from the failure on the part

of the scholars concerned to distinguish between the different stages of the term; (2) to identify the most useful definition of development administration and to restrict the use of this definition to those cases where development administration has *actually* occurred in the countries; and to suggest the introduction of the concept of regressive administration to cover those cases where development administration has not succeeded.

RAM BAHADUR. Development and development administration. Prashasan, 11(3) July 80, p.1-9.

Progressive development administration is necessary to accelerate development activities. Development strategies, plans, and objectives should be defined and determined in terms of administrative capacity. Nepal's development efforts are not substantial and adequate. Development administration is the main factor accountable for this low economic development performance. There are pressing socio-economic problems specially in rural areas. Measures for public administration reform are described and some measures are suggested to overcome the problem of slow, unresponsive, and hesitant administration.

SUVEDI, PURUSHOTTAM S. Development administration and organization development: a study of relationship. Prashasan, 11(2) Mar. 80, p.42-53.

The subject of development administration has received increasing attention in recent years in all nations. The study of development administration and organisation development is mainly related to the administrative aspects of the development process. Organisational development and its allied variables of task, structure, technology, and people are the independent variables and the process of social change and development is dependent on them. The purpose of this paper is to examine and analyse the relationship between the administrative aspects and the process of social change and development.

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EFFICIENCY, ADMINISTRATIVE

CHATURVEDI, T.N. (I.I.P.A., New Delhi) Dimensions of administrative performance and accountability. *Management in Government*, 12(1) Apr.-June 80, p.3-21.

With the expanding role of the government, administrative performance has become more important. Administrative efficiency lies in the accomplishment of stipulated objectives. It is a contradiction in terms to say that the policy is good but its implementation is poor. In the broad administrative framework of accountability the issues of policy, performance, people and the political system are interconnected. Administrative performance becomes still more important when the resources are limited. The attitude of all public services should be development minded. The ingredients of good performance are analysed. Administrative lapses should be rectified in a systematic and realistic manner rather than be criticised and left as they are. The fundamental issues involved and the preconditions of administrative performance are explained and the factors responsible for poor or inadequate performance are pointed out. Administrative performance cannot rise above the level that the political system permits. Accountability having a promotional goal in democratic administration should ensure that performance does not become a prisoner of non-decision and procedural regulations.

RAJU, P.A. Self assessment: administrative competence. *Modern Review*, 143(857) May 79, p.268-70.

WALKER, S.D. The management aim of a government department. *Management Services in Government*, 35(3) Aug. 80, p.129-35.

There is a considerable variety of arrangements for implementing government policies and an equally varied range of relationships between departments and those responsible for this task. The difference between the management of a government department and a commercial enterprise is analysed. The author has identified some attributes or indicators which are relevant to the task of managing resources in the formation and execution of government policies and has considered as to what extent performance in terms of

those indicators can be measured or subjectively assessed. The indicators are economy, and effectiveness.

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ELECTIONS

GOULD, HAROLD A. The second coming: the 1980 elections in India's Hindi belt. *Asian Survey*, 20(6) June 80, p.595-616.

HAZARY, N. Panchayat samiti chairman election: a plea for direct election. *Journal of State Politics and Administration*, 2(1-2) & 3(1) Jan.-Dec. 79 & Jan.-June 80, p.33-9.

JHA, SHANKAR KUMAR. Gram panchayat elections in Bihar. *Journal of State Politics and Administration*, 2(1-2) & 3(1) Jan.-Dec. 79 & Jan.-June 80, p.40-3.

KATYAL, K.K. Will West Germany type of election suit India? *Hindu*, 7 Oct. 80, p.8.

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SAHAY, S. Electoral reform. *Statesman*, 9 Oct. 80, p.6.

SHAKDHER, S.L. Framework for electoral reform. *Mainstream*, 19(6) 11 Oct. 80, p.7-9; 19(7) 18 Oct. 80, p.27-8.

VENKATESWARA RAO, D. Electoral reforms in the municipalities of Andhra Pradesh. *Civic Affairs*, 27(12) July 80, p.9-11.

WALLACE, PAUL. Plebiscitary politics in India's 1980 parliamentary elections: Punjab and Haryana. *Asian Survey*, 20(6) June 80, p.617-33.

ELECTRIC POWER

AROKIASWAMY, N.S.S. Revamping power boards. *Times of India*, 6 Nov. 80, p.6; 7 Nov. 80, p.6.

ELECTRIC SERVICE, RURAL

DANTWALA, M.L. Electrification: promise and performance in rural areas. *Economic Times*, 3 Nov. 80, p.5.

ELECTRONIC DATA PROCESSING

HALACHMI, ARIE. Introducing EDP to local government; can an OD approach be of help? *Administrative Change*, 7(1) July-Dec. 79, p.37-55.

SACHITANAND, N.N. The blooming of EDP consultancy. *Hindu*, 27 Nov. 80, p.8.

ELITE (SOCIAL SCIENCES)

PANTHAM, THOMAS. On the reformation of political culture in India: participatory and egalitarian values among political elites. *Journal of Commonwealth and Comparative Politics*, 18(2) July 80, p.172-89.

EMPLOYEE DISCIPLINE

O'REILLY, CHARLES A., III, and BARTON A. WEITZ. Managing marginal employees: the use of warnings and dismissals. *Administrative Science Quarterly*, 25(3) Sept. 80, p.467-84.

EMPLOYEES' REPRESENTATION IN MANAGEMENT

ARYA, P. PRAKASH. Nature and extent of workers' participation in decision-making. *Indian Journal of Industrial Relations*, 16(1) July 80, p.45-71.

DAS, NABAGOPAL. Worker participation: the prospects in India. *Statesman*, 17 Oct. 80, p.6.

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KAMAL KISHORE. Progress in partnership—a case study of labour participation in Bhilai Steel. *Lok Udyog*, 14(6) Sept. 80, p.47-54.

PANDEY, BALESHWAR. Some problems of participative management in India. *Labour Bulletin*, 40(1) Jan. 80, p.7-12.

EMPLOYMENT

CHARYULU, U.V.N. Food-for-work trigger. *Voluntary Action*, 23(4) Nov. 80, p.219-23.

GREGORY, PETER. An assessment of changes in employment conditions in less developed countries. *Economic Development and Cultural Change*, 28(4) July 80, p.673-700.

MEHTA, BALRAJ. Farm lobby opposes food for work. *Amrita Bazar Patrika*, 3 Nov. 80, p.6.

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VENKATA RATNAM, C.S. Self and special employment schemes in Andhra Pradesh. *Yojana*, 24(18) 1 Oct. 80, p. 23-4.

ENERGY RESOURCES

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COELHO, J. Energy crisis in India—some suggestions. *Modern Review*, 143(859) July 80, p.16-18.

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HOFFMAN, KURT. Alternative energy technologies and third world rural energy needs: a case of emerging technological dependency. *Development and Change*, 11(3) July 80, p.335-65.

LEUNG, C.T. Alternative energy sources in Hong Kong: policy considerations and constraints. *Hong Kong Journal of Public Administration*, 1(2) Dec. 79, p.40-9.

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MCGOWN, ROBERT and RICHARD HIGGINS. Size and growth in federal executive agencies. *International Journal of Public Administration*, 2(2) 80, p.195-224.

EXPENDITURES, GOVERNMENT

GOULD, FRANK and BARBARA ROWETH. Public spending and social policy: the United Kingdom 1950-1977. *Journal of Social Policy*, 9(3) July 80, p.337-57.

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WILDAVSKY, AARON. Why amending the constitution is essential to achieving self-control through self-limitation of expenditure. *Bureaucrat*, 9(1) Spring 80, p.48-53.

FARM LABOUR

BASU, TIMIR. Farm labour in Bengal: grounds for unrest. *Business Standard*, 28 Nov. 80, p.5.

FARM MACHINERY

PATEL, N.T. Farm tractorisation: its impact on agricultural inputs and outputs. *Economic Times*, 20 Oct. 80, p.5.

RAO, T.R. Some reflections on agricultural mechanisation, employment and productive. *Margin*, 13(1) Oct. 80, p.30-61.

FARM PRODUCE—PRICES

BALASUBRAMANIAN, V. Don't blame the farm lobby. *Hindustan Times*, 16 Oct. 80, p.9.

BHATIA, B.M. Unimaginative price policy. *Times of India*, 29 Dec. 80, p.6; 30 Dec. 80, p.6.

GUPTA, G.S. Agricultural prices policy and farm incomes. *Economic and Political Weekly*, 15(39) 27 Sept. 80, p.A-123-31.

MEHTA, BALRAJ. Farm pricing. *Amrita Bazar Patrika*, 13 Oct. 80, p.6.

PAI PANANDIKER, H.D. Farm prices. *Hindustan Times*, 14 Oct. 80, p.9.

FARM TENANCY

GUPTA, DIPANKER. Formal and real subsumption of labour under capital: the insurance of share-cropping. *Economic and Political Weekly*, 15(39) 27 Sept. 80, p.A98-A106.

KRIPA SHANKAR. Share-cropping in Eastern U.P. *Mainstream*, 19(8) 25 Oct. 80, p. 15-16.

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in agricultural: results of a survey in West Bengal, 1979. *Economic and Political Weekly*, 15(45-46) 8-15 Nov. 80, p.1943-9.

BHAKTA, HARIHAR. Spatial variation in agricultural wage rates—production relations aspect : a regional case of North West Bihar. *Indian Journal of Regional Science*, 12(1)80, p.97-102.

FEDERAL AID

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FEDERAL-STATE RELATIONS

JOHNSTON, RICHARD E. and JOHN T. THOMPSON. The Burger court and federalism: a revolution in 1976? *Western Political Quarterly*, 33(2) June 80, p.197-216.

MALKANI, K.R. Long arm of the centre: reforms to restore the balance. *Statesman*, 1 Nov. 80, p.8.

RAKSHIT, NIRMALENDU BIKASH. Centre-state relations in India. *Modern Review*, 143(858) June 79, p.350-8.

FERTILISERS

DAWAR, RAM. Fertiliser distribution. *Economic Times*, 5 Dec. 80, p.5; 6 Dec. 80, p.5.

FINANCE, PUBLIC

AFXENTIIOU. PANAYIOTIS C. Government revenue and expenditure and the developing countries: a survey. *Developing Economies*, 18(1) Mar. 80, p.116-44.

HAMILTON, JAMES R. *International*

dimensions of governmental financial management—the international consortium on governmental financial management. *Government Accountants Journal*, 29(1). Spring 80, p.54-8.

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HOWARD, THOMAS P. On the role of financial statements in the predictions of interest rates for municipal bonds. *Government Accountants Journal*, 28(4) Winter 79-80, p 58-62.

MASCHMEYER, RICHARD A. and RELMOND P. VAN DANIKER. Financial information needs of state and local officials. *Governmental Finance*, 8(3) Nov. 79, p.15-19.

FOOD SUPPLY

BETHKE, SIEGFRIED. Massive criticism of the world food programme. *Aussen Politick*, 31(3)80, p. 324-39.

TIMMER, C. PETER. Food policy in China. *Development Digest*, 18(2) Apr. 80, p.31-46.

WORTMAN, STERLING and RALPH W. CUMMING, JR. Overview of the world food supply problem. *Development Digest*, 19(2) Apr. 80, p. 7-19.

FOREIGN EXCHANGE

CHANDAVARKAR, ANAND G. Use of migrants' remittances in labour-exporting

countries. *Finance and Development*, 17(2) June 80, p.36-9.

FORESTS

GREMILLION, LEE L., JAMES L. MCKENNEY and PHILIP J. PYBURN. Program planning: the national forest system. *Public Administration Review*, 40(3) May-June 80, p. 226-30.

FUTUROLOGY

EMERY, F.E. Communications for a sustainable society, year 2000. *Human Futures*, 3(3) Autumn 80, p. 202-8.

HANNIGAN JOHN A. Fragmentation in science: the case of futurology. *Sociological Review*, 28(2) May 80, p. 317-32.

GANDHISM

OZA, ABHA DIPAK. Gandhian economics deserves a trial. *National Herald*, 6 Nov. 80, p.7.

Rural economic growth as envisaged by Mahatma Gandhi is receiving global acceptance as focus of economic development. Nehru and now Indira Gandhi, both follow Gandhiji's basic dictum of not taking their feet off the grassroot level. The urban and rural areas are dependent on each other through interlinkages. There should be no difference in the levels of living in urban and rural areas. Rural development does not work against urban development. On the other hand the cities can help revive village life and its activities. Premature urbanisation brings about population concentrations without proper urban facilities. Gandhiji's basic approach is reflected in the basic documents of the Planning Commission. Programmes of rural growth should be accompanied by development of small and medium towns.

RAU, B.R.K. Gandhian thought to solve world problems. *Indian Worker*, 19(1) 6 Oct. 80, p.29-32.

GENERALISTS

CHAUDHURY, SISIR K. Bureaucrats vs technocrats: why administrative reform has never taken off. Capital, 185(4631) 10 Nov. 80, p.15-17.

The specialised work of engineers and scientists is very important in development oriented administration. Ignoring the prolonged agitation by technocrats will lead to repercussions on development. Bureaucrats are responsible for many of the ills afflicting the public sector. The time-consuming scrutiny of schemes at secretariat level results only in unnecessary delay. With the decline in the quality of political leadership, bureaucrats have been able to frustrate all reform efforts. The disparities in pay and status of administrative and technical services have done harm to our society.

GOVERNMENT AND BUSINESS

ARUN KUMAR. Sugar industry and government intervention. Economic and Political Weekly, 15(40) 4 Oct. 80, p.1664-8.

DATT, RUDDAR. New industrial policy: who benefits? Mainstream, 19(10) 8 Nov. 80, p.11-12.

GOVERNMENT ENTERPRISE

ABRAMSON, ROBERT. Planning for improved performance and organization development in East African public corporations. Public Enterprise, 1(1) 80, p.37-55.

BANERJEE, SOBHEN. Reorganisation of public sector. Mainstream, 19(6) 11 Oct. 80, p.11-12.

It was expected that the profits accruing from the public enterprises will serve as nursemaid for second generation industrial development. But the public sector has fallen sick and the sickness cannot be cured easily. The weakness of the public sector lies in too much administrative and bureau-

cratic control from headquarters in Delhi. The presence of a large number of civil servants on the board of a public enterprise virtually makes it a government department which cannot be run on business lines. Though Ministers and Members of Parliament are debarred from being directors on any board, they retain their hold through civil servants. This Minister-MP-Civil Servant triumvirate has destroyed the public sector. It is suggested that a high-power autonomous organisation, say, Public Sector Reorganisation Board, should be formed. The members of such Board should be 'trustees' of the public sector, with responsibility to put the public sector on rails.

CHAKRAVARTY, S. Nehru and the public sector. Mainstream, 19(13) 29 Nov. 80, p.8-10.

The premises on which Nehru's approach to planning as a means to attain socialist pattern of life was based, are pointed out. For several reasons he assigned a great deal of importance to public sector. In successive five-year plans large sums of money have been devoted to build up capacities in the public sector. India has acquired skill and competence which very few developing countries have. Impart dependence in critical sectors has greatly diminished. Problems regarding under-capacity utilisation are analysed. Any way the public sector must be run efficiently and profitably in order to prevent disparities getting wider amongst classes and regions. This is a Nehru Memorial Lecture at India International Centre on 15th Nov. 1980, under the auspices of Standing Conference for Public Enterprise, New Delhi.

DE, NITISH R. Government men on state units' boards. Business Standard, 15 Nov. 80, p 5.

This study deals with the role of government employees as representatives of ministries or departments on the boards of public enterprises. Various issues which lead to a dichotomy between the roles and

perceptions of government representatives and other directors on the board are analysed. Some measures are suggested to improve the effectiveness of government directors.

FERNANDES, PRAXY. Management culture, changing public policies and management. *Public Enterprise*, 1(1)80, p.11-17.

FERNANDES, PRAXY. "Public enterprise"—a word and a vision. *Public Enterprise*, 1(2)80, p.54-68.

An attempt is made to define the term 'public enterprise.' The author has identified the specific tests or criteria which should be met if an institution can be described as a public enterprise. The tests are—the ownership test, the field of activity, the concept of investment and return, the concept of sales, and the concept of balance sheets and profit and loss accounts. The public enterprises can be classified from four possible angles: (1) The intent and purpose of the organisation, (2) The constitutional and legal framework, (3) Structure and organisation, and (4) The operational criteria. Public enterprises are conditioned and influenced by the socio-political climate of the country in which they function. With a view to state in narrative and descriptive terms the parameters of what constitute a public enterprise the author has assigned algebraic symbols to the basis of classification.

HEALD, D. The economic and financial control of U.K. nationalised industries. *Economic Journal*, 90(358) June 80, p.243-65.

KHADKA, NARAYAN. The IRI system of state shareholding in Italy: a model public enterprise for developing countries. *Prashasan*, 11(2) Mar. 80, p 17-27.

The Institute for Industrial Reconstruction, better known as IRI, has attracted attention as a model state holding company. It is entirely owned by the government with considerable legal and financial

autonomy. The organisational pattern of IRI, its financing methods and relations with government are described. The IRI formula has been adopted by many developed nations but has not evoked much interest in developing countries. The developing countries should adopt the IRI formula with some modifications to accentuate the low growth syndrome.

KHAN, MOHD ASIF ALI. Pattern of investment in public enterprises. *Lok Udyog*, 14(9) Oct. 80, p.45-52.

KHANNA, K.C. Whither public sector: imperatives of growth. *Times of India*, 2 Dec. 80, p.8.

KHANNA, K.K. Public sector: patterns of decision making. *Economic Times*, 19 Nov. 80, p.5.

KHANNA, K.K. Public sector units: focus on managerial objectives. *Economic Times*, 3 Dec. 80, p.5.

Best use of invested resources by the public sector enterprises should be the most relevant objective for the country. The need for production-linked incentives for workers has been recognised but the critical contribution of the management group has escaped the attention of the policy-makers. Apart from high level of production, various other physical distribution functions like infrastructure, transport, marketing, etc., affect the overall profits. There is obvious lack of motivation on the part of management group, as such there is a need to link profits of the enterprise with remuneration of top level management. The issue of public deposits is analysed. There should be minimum policy directives from the controlling ministry and existing audit organisation should be strengthened for management and efficiency audit. Routine bureaucracy and traditional management cannot be expected to yield heartening results.

LOVRAJ KUMAR. (Bureau of Costs and Prices, New Delhi). Pricing and perfor-

mance evaluation in public enterprises. Public Enterprise, 1(2) 80, p.46-53.

Various considerations determine the area of government intervention and activity of public enterprises. The pricing methodology in public enterprises is influenced by three main factors—the market structure, the type and category of goods, and the nature of the economy with the horizontal and vertical linkages for the particular commodity. These factors lead to distinct pricing models which are discussed in this paper. Whatever the pricing system the ultimate price to the consumer can be different due to several reasons. Much confusion can be prevented if the standards for performance evaluation are set before the investment commences. This article is part of a paper presented at International Workshop on Pricing Policies in Public Enterprises, in May 1980, organised by the International Centre for Public Enterprises in Developing Countries.

MBOWE, G.F. Project implementation and control: a critical problem in public enterprises in Tanzania. Public Enterprise, 1(1) 80, p. 57-65.

MOHD. FAZAL. Public sector in India. Yojana, 24(21) 16 Nov. 80, p.4-6, 18.

NAIR, D.P. (Calicut Univ., Trichur). Efficacy of state enterprises investments in Kerala. Lok Udyog, 14(5) Aug. 80, p.33-9.

In this paper an attempt is made to enquire into the performance of some of the State undertakings during the last five years. The author has discussed the theoretical issues of the economics of public enterprises and the methodology adopted for the study. It is followed by a detailed analysis of the working of nine State Government enterprises. In order to make the study more empirical and meaningful the performance of one of the state enterprises is singled out for detailed analysis and comparison with a private enterprise which also produces more or

less identical commodities and also consumes identical raw materials.

PAI PANANDIKER, D.H. Protection for public enterprises. Hindustan Times, 21 Oct. 80, p.9.

It was expected that public sector enterprises will be eventually the primary source to finance plan investments. But these enterprises, with investment as much as in the private sector and production only about half as much, is in the red, system-in-efficiency is the principal reason behind the losses in the public enterprises. All IAS officers cannot be good business executives. The undefined criterion of 'public accountability' is over-stretched. This article deals with the recent government proposal to create a protected market for the goods of public sector with some price preferences. All enterprises in all sectors are agents of development. The government is the guardian of whole economy and the artificial distinction between different sectors cannot be sanctimonious.

PREM PRADEEP, NITISH R. DEY, MOHAN MANI and ARVIND N. DAS. A review of the role of public enterprises in India's development. Human Futures, 3(2) Autumn 80, p.216-33.

A public enterprise is viewed from three angles: (1) what goods are produced and who use them? (2) What inputs and processes are used; and (3) the by-products. The purpose of this article is look from these three angles at the macro-analysis of public enterprises as a whole, with individual examples wherever necessary. The complementary role envisaged for the public enterprises *vis-a-vis* the private sector is examined. The author has pointed out the criticisms generally levelled against public enterprises and says that there are several distinctive features of public sector functioning that often escape the notice of its critics.

RAMAKRISHNA RAO, B. Public sector problems: loss from unused capacity. Capital, 185(4632) 17 Nov. 80, p.3,5.

SINGH, FRANK C. Public sector problems: the cost of delay. *Capital*, 185(4632) 17 Nov. 80, p.4-5.

TURK, IVAN. Accounting information needed in assessing the efficiency of the public enterprise. *Public Enterprise*, 1(2) 80, p.7-17.

VENKATARAMAN, R. Role of public sector in economic development. *Yojana*, 24(19) 16 Oct. 80, p.6, 31.

Inefficient operations of certain units has seriously eroded the credibility of the public sector. In this paper an approach for the rectification of these failures is suggested. These are excerpts from the Feroze Gandhi Memorial Lecture delivered by the Union Minister for Finance on 19th September, 1980.

GOVERNMENTAL RESEARCH

BERI, G.C. Research and development activity in India. *Productivity*, 21(2) July-Sept. 80, p.153-63.

GOVERNORS

INDER JIT. Governors, politics and Nehru. *Economic Times*, 4 Nov. 80, p.5.

KATYAL, K.K. Status and role of governors: conventions still to be evolved. *Hindu*, 3 Nov. 80, p.8.

This article deals with the status and role of governors against the latest episode, namely the Centre's decision to cut short the term of Mr. Prabhudas Patwari as Governor of Tamil Nadu. The events leading to this decision are recounted. Evolution of purposeful conventions covering the institution of governors is possible only through the willing cooperation of the political parties and their readiness to adhere to those conventions.

KHANNA, H.R. Delhi's men in states: preserving confidence in governors. *Statesman*, 5 Dec. 80, p.6.

NOORANI, A.G. Removal of governors. *Indian Express*, 1 Nov. 80, p.6.

HABEAS CORPUS

LESTER, ANTHONY. Habeas corpus in immigration cases. *Supreme Court Cases*, 3(5) 1 Sept. 80, p.9-18.

HEALTH SERVICES

MAYNARD, ALAN and ANNE LUD-BROOK. Budget allocation in the National Health Service. *Journal of Social Policy*, 9(3) July 80, p.289-312.

VERGHESE, B.G. A new strategy for health. *Indian Express*, 26 Nov. 80, p.6; 27 Nov. 80, p.6.

HOURS OF LABOUR

BUNGER, GERALD E. The effects of flexitime. *Government Accountants Journal*, 28(4) Winter 79-80, p.52-7.

YOUNG, W. MCEWAN. Shift work and flexible schedules: are they compatible? *International Labour Review*, 119(1) Jan.-Feb. 80, p.1-17.

HOUSING

AZAD, HARNAM SINGH. The housing problem in India. *Civic Affairs*, 27(12) July 80, p.13-17.

DESHPANDE, R.B. Financing of housing cooperatives: the current issues. *Cooperative News Digest*, (31) p.121-6.

FOLLAIN, JAMES, GILL-CHIM LIM and BERTRAND RENAUD. The demand for housing in developing countries: the case of Korea. *Journal of Urban Economics*, 7(3) May 80, p.315-36.

GAJJAR, J.D. Thoughts on housing. *Civic Affairs*, 28(1) Aug. 80, p.37-40.

GILBERT, ROY T. An evaluation of British housing aid provided by the Minis-

try of Overseas Development. *Journal of Administration Overseas*, 19(2) Apr. 80, p.73-87.

HILLMAN, JUDY. The shrinking pool of private-rented housing. *New Society*, 53(920) 3 July 80, p.17-18.

HILLMAN, LESTER. Chinatown: where china stands on housing. *Housing and Planning Review*, 36(2) Summer 80, p.10-12.

MORTON, HENRY W. Who gets what, when and how? Housing in the Soviet Union. *Soviet Studies*, 32(2) Apr. 80, p.235-59.

VARGHESE, K.V. Want to build a house? *Civic Affairs*, 28(1) Aug. 80, p.41-5.

IMMIGRANT LABOUR

MARTIN, PHILIP L. and MARION F. HOUSTOUN. The future of international labour migration. *Journal of International Affairs*, 33(2) Fall-Winter 79, p.311-33.

INCOME

WEEDE, ERICH. Beyond mis-specification in sociological analyses of income inequality. *American Sociological Review*, 45(3) June 80, p.497-501.

INCOME TAX

CHAND, G.B. Important changes in income-tax law. *Capital*, 185(4628) 6 Oct. 80, p.17-18.

GAUR, K.D. Standard of proof under the income tax laws. *Cochin University Law Review*, 3(1) Mar. 79, p.1-16.

KOTHARI, AMITAV. Income tax: need for removal of inequalities. *Economic Times*, 14 Oct. 80, p.5.

PANDEY, T.N. Tax expenditure: concept in the Indian context. *Economic Times*, 3 Oct. 80, p.5.

INDIA--ECONOMIC POLICY

KURIEN, C.T. Indian economic policy--illusions and realities. *Janata*, 35(34) 12 Oct. 80, p.1-21.

INDIA--POLITICS

ARUN KUMAR. Political analysis: an angry look at three sterile decades. *Eastern Economist*, 75(17) 24 Oct. 80, p.930-4.

RUDOLPH, SUSANNE HOEBER and LLOYD I. RUDOLPH. The centrist-future of Indian politics. *Asian Survey*, 20(6) June 80, p.575-94.

INDUSTRIAL RESEARCH

DOGRA, BHARAT. C.S.I.R.--an experiment fails. *Business Standard*, 5 Oct. 80, p.4.

With a view to increase the inter-action between industry and research four out of the forty-four laboratories under the Council for Scientific and Industrial Research have been transferred to the user ministries as per decision taken in 1978. This has been done for an experimental period of two years. Various factors which impede the laboratories from making a worthwhile contribution are discussed. The working conditions of the majority of the scientists continue to be distressing. Indiscriminate import of technology when indigenous technology is available has not been prevented. The transfer to user ministries has not improved the functioning of the laboratories.

INDUSTRIALISATION

BENACHENHOU, ABELLATIF. For autonomous development in the third world. *Monthly Review*, 32(3) July-Aug. 80, p.43-52.

INDUSTRY--FINANCE

NAGRATH, ANITA. A peep into the performance and role of state financial

corporations. Lok Udyog, 14(9) Oct. 80, p.53-9.

stagflation. Economic Times, 26 Dec. 80, p 5; 27 Dec. 80, p.5.

INDUSTRY, RURAL

BHAGWAN PRASAD. The strategy of rural industrialisation. Kurukshetra, 29(2) 16 Oct. 80, p.11-14.

KANVINDE, D.J. Rural industrialization and appropriate technology—some thoughts. Cooperative News Digest, 31(9) Sept. 80, p.154-9.

MOHANTY, NILMADHAB. Rural industrialisation: the Indian experience. Kurukshetra, 29 (3) 1 Nov. 80, p.14-22.

MOULIK, T.K. and P. PURUSHOTHAM. Technology gap in village industries. Commerce, 141(3622) 22 Nov. 80, p.964-9.

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INDUSTRY, SMALL SCALE

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BASU, RANJIT. Dispense with question hour—speaker's role in West Bengal. *Modern Review*, 143(859) July 79, p.53-6.

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LEGISLATORS DEFECTON

SHARMA, MOOL CHAND. Politics of defections and democracy. *Journal of Constitutional and Parliamentary Studies*, 13(3) July-Sept. 79, p.328-51.

LEGISLATURES

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LOCAL GOVERNMENT

BHARGAVA, B.S. (Institute of Social and Economic Change, Bangalore). Restructuring local government in India. *Quarterly Journal of the Local Self-Government Institute*, 51(1) July-Sept. 80, p.1-11.

It has now become increasingly self evident that most of the local bodies in the rural areas have ceased to be viable units capable of realising the objectives expected of them. The celebrated report of the Asoka Mehta Committee characterized the later development of Panchayat raj as the period of 'stagnation' leading to 'decline' and regression. Dr. B.S. Bhargava in this illuminating study highlights some of the graver defects in the present structure of local government, both rural and urban. He advocates an integrated approach to local government development: to slow down the too rapid growth of metropolitan cities and to give positive encouragement to smaller cities and towns to develop as

growth centres with relatively dense rural population as their hinterland. The interested readers will find the 'agropolitan' approach to local government development of great relevance and significance. — *Reproduced.*

LIPSEY, DAVID. Councils of despair. *New Society*, 53(924) 31 July 80, p.211-12.

OLA, R.O.F. Decentralization or deconcentration: a theoretical and functional approach to local government in Kano Emirate in the military era. *Australian Journal of Politics and History*, 25(3) 79, p.332-44.

PERRY, JAMES L. and KENNETH L. KRAEMER. Chief executive support and innovation adoption. *Administration and Society*, 12(2) Aug. 80, p.158-77.

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LOCAL TAXATION

GHOSH, BISWANATH. Municipal bodies: more tax powers needed. *Business Standard*, 10 Oct. 80, p.5.

SAMAL, KISHOR. The problem with dumping octroi. *Business Standard*, 13 Nov. 80, p.5.

LOCAL TRANSPORTATION

AWATRAMANI, S.T. An alternative city railway. *Hindustan Times*, 4 Dec. 80, p.9.

HALDER, D.K. and SNIGDHA CHAKRABARTI. An empirical study of travel behaviour in Calcutta. *Journal of Transport Management*, 4(3) Oct. 80, p.5-8.

MODAK, S.K. and V.N. PATKAR. Substitutive impact of communications on travel demand. *Indian Journal of Regional Science*, 12(1) 80, p.1-4.

PATANKAR, P.G. Future of urban transport in India. *Journal of Transport*

Management, 4(5) Dec. 80, p.13-23.

RAO, M.S.V. Role of intermediate public transport in urban areas. *Urban and Rural Planning Thought*, 21(1-2) Jan.-June 78, p.27-54.

MANAGEMENT

BIJLANI, S.K. Challenges to Indian management in the eighties. *Indian Management*, 19(12) Dec. 80, p.18-23.

MANAGEMENT—STUDY AND TEACHING

DIGMAN, LESTER A. Management development: needs and practices. *Personnel*, 57(4) July-Aug. 80, p.45-57.

HANSEN, HARRY L. Business schools and management education: present and future. *Vikalpa*, 5(3) July 80, p.163-61.

MANAGEMENT BY OBJECTIVES

PORWAL, B.L. and B. SINGH. (M.L.V. Govt. College, Bhilwara) MBO for public sector units. *Lok Udyog*, 14(5) Aug. 80, p.49-53.

The low or zero profitability, productivity and efficiency shown by public sector units have continually belied the expectations raised by them. Every possible step should be taken to put an end to this sordid state of affairs and the adoption MBO technique may prove a right step in this direction. The MBO approach and the procedure to adopt it in public units is suggested. Some steps taken to rationalise the performance evaluation system in public sector units can be more effective if 'Management by Objectives' philosophy is adopted whole heartedly.

SETHI, NARENDRA K. and M.L. KOTHARI. Management by objectives. *Indian Management*, 19(12) Dec. 80, p.3-14.

SYLVIA, RONALD D. Some potential

impacts of the Carter reforms upon agencies with MBO systems. *Bureaucrat*, 9(2) Summer 80, p.48-52.

MEDICAL SERVICE, RURAL

GUPTA, MADAN SARUP. Taking health care to villages. *Patriot*, 7 Nov. 80, p.2.

JOSHI, P.C. Profiles of rural society and health care. *Kurukshetra*, 29(2) 16 Oct. 80, p.4-6, 10.

MERIT SYSTEM

LOVRICH, NICHOLAS P., JR., PAUL L. SHAFFER, RONALD H. HOPKINS and DONALD A. YALE. (Washington State Univ.) Do public servants welcome or fear merit evaluation of their performance? *Public Administration Review*, 40(3) May-June 80, p.214-22.

The popularization of civil service reform by the president, numerous governors, and many state and local legislative bodies in response to serious citizen concern over the costs of government has provided the stimulus for renewed attention to the topic of performance appraisal in the public sector. The effort to enlarge the role of merit in the "merit systems" of government at all levels has caused a widespread inclination to strengthen the role of performance appraisal as the means by which merit pay, promotion, special training, and other personnel policies could be awarded. How will public servants react to such a strengthening of personnel evaluation procedures? Will they welcome and cooperate with efforts of this kind, or will they fear and resist such changes? A review of relevant literature on employee attitudes toward performance appraisal in the private sector suggests that resistance is to be anticipated; unfortunately, little research has been done in the public sector on this important question. This article reports on the results of a survey among Washington State employees, results which indicate that there may be a far more supportive environment

for merit evaluation of performance in the public sector than would be suggested by the conventional wisdom of personnel management literature. Furthermore, there is evidence to suggest that public employees will respond quite favourably to the emphasis placed upon "employee participation" in the performance appraisal processes established in the Civil Service Reform Act of 1978.—*Reproduced*.

LUNGU, GATIAN F. (Univ. of Zambia). Africanization and the merit principle in the Zambian public service. *Journal of Administration Overseas*, 19(2) Apr. 80, p.88-99.

It is hypothesized that Africanisation programmes which tend to rapidly increase the size of the public service, based on inadequate personnel and financial resources, operated in highly politicised contexts, with weak merit control mechanisms and a relatively under-institutionalised public service are likely to weaken the merit principle. This paper examines this assumption in the Zambian public service.

QUAINTANCE, MARILYN KOCH. Test security: foundation of public merit systems. *Personnel Psychology*, 33(1) Spring 80, p.25-32.

The 'truth-in-testing' legislation now before the United States House of Representatives in the form of the Gibbons' and Weiss' bills is a threat to the public merit systems. The purpose of this paper is to (1) provide an example of one possible infringement resulting from 'truth-in-testing' legislative requirements; (2) describe the implications of the excessive legislative requirements for current civil service examining procedures and present levels of financial resources; (3) explore the impact of this legislation upon test security, the foundation of public merit systems; and (4) suggest ways to reduce the current threat to merit principles posed by the legislation.

WEST, JONATHAN P. and CHARLES DAVIS. City and county supervisions perceptions of local government merit

systems. *International Journal of Public Administration*, 1(1) 78, p.31-42.

MOTIVATION

RONEN, SIMCHA and ALLEN I. KRAUT. An experimental examination of work motivation taxonomies. *Human Relations*, 33(7) July 80, p.505-16.

MOTOR TRANSPORTATION

KULKARNI, S.D. The concept of social cost in transport undertakings. *Journal of Transport Management*, 4(3) Oct. 80, p.9-11.

MAHESH CHAND. Current issues in public road transport management. *Lok Udyog*, 14(5) Aug. 80, p.41-8.

MUNICIPAL BONDS

JOEHNK, MICHAEL D. and DAVID S. KIDWELL. A look at competitive and negotiated underwriting costs in the municipal bond market. *Public Administration Review*, 40(3) May-June 80, p.222-5.

MUNICIPAL BUDGET

KEARNEY, RICHARD C. Municipal budgeting and collective bargaining: the case of Iowa. *Public Personnel Management*, 9(2) Mar.-Apr. 80, p.108-15.

MUNICIPAL FINANCE

BHATT, G.D. Municipal finance: a case study. *Quarterly Journal of the Local Self-Government Institute*, 51(1) July-Sept. 80, p. 51-64.

Because of limited resources the services provided by most of the urban governments are poor and inadequate. In this paper an attempt is made to see how the general administration of Pithoragarh municipality in U.P. has been affected by its financial administration. Statistical data relating to revenue and expenditure over the years 1962-77 are presented in the form of

tables. The author has analysed the tax revenues, non-tax revenues, grants-in-aid, and other miscellaneous items. It is suggested that some new tax sources should be allotted to the urban local bodies.

COPELAND, RONALD M. and ROBERT W. INGRAM. Municipal financial reporting deficiencies: causes and solutions. *Governmental Finance*, 8(3) Nov. 79, p.21-4.

GUPTA, SYAMAL KUMAR. How G.L.C. works—a bird's eye view. *Calcutta Municipal Gazette*, 98(10) 6 Sept. 80, p.1802-5.

KRANNICH, RONALD L. Administrative reform and role responses in Thailand. *International Journal of Public Administration*, 2(3)80, p.263-96.

MUNICIPAL SERVICES

GUPTA, O.N. A landmark judgement. *Indian Express*, 10 Nov. 80, p.6.

RICE, MITCHELL F. Inequality, discrimination and service delivery: a recapitulation for the public administration. *International Journal of Public Administration*, 1(4) 79, p.409-33.

NATURAL RESOURCES

VIJAYALAKSHMI. Silent valley: battle royal for conservation. *Commerce*, 141(3615) 4 Oct. 80, p.652-5.

NUTRITION

FLEURET, PATRICK and ANNE FLEURET. Nutrition, consumption, and agricultural change. *Human Organization*, 39(3) Fall 80, p.250-60.

OMBUDSMAN

KIEFFER, JAROLD A. The case for an Inspector General of the United States. *Bureaucrat*, 9(2) Summer 80, p.11-20.

ORDINANCES

NOORANI, A.G. No limit on ordinances? *Indian Express*, 13 Nov. 80, p.6.

SAHAY, S. Extraordinary raj. *Statesman*, 13 Nov. 80, p.6.

ORGANISATION

ARGYRIS, CHRIS. (Harvard Univ.) Making the undiscussable and its undiscussability discussable. *Public Administration Review*, 40(3) May-June 80, p.205-13.

The public's confidence in the ability of public and private organisations to perform effectively is decreasing and so also the confidence in the professionals who manage them. Several factors contribute to these trends. The focus of this article is on one set of factors regarding the inability of organisations to discuss risky and threatening issues which question the underlying organisational assumptions and policies.

FELSENTHAL, DAN S. Applying the redundancy concept to administrative organizations. *Public Administration Review*, 40(3) May-June 80, p.247-52

ORGANISATION AND METHODS

PAULSEN, DAVID F. and FREMONT J. LYDEN. O & M: a new look at one of the older professions. *International Journal of Public Administration*, 1(1)79, p.81-93.

ORGANISATIONAL CHANGE

BINDER, JIM. Better services through organizational change? *International Journal of Public Administration*, 1(4)79, p.459-70.

PENSIONS

BACON, ABIGAIL R. A note on selecting the appropriate pension funding method for localities. *Public Administration Review*, 40(3) May-June 80, p.265-9.

CREEDY, JOHN. The new government pension scheme: a simulation analysis. *Oxford Bulletin of Economics and Statistics*, 42(1) Feb. 80, p.51-64.

PERSONAL TAXES

NAGARAJ, A. and S. KISHAN RAO. Expenditure tax—an experiment in futility. *Indian Journal of Economics*, 61(240) July 80, p.47-54.

PERSONNEL

NKOMO, STELLA M. Stage three in personnel administration: strategic human resources management. *Personnel*, 57(4) July-Aug. 80, p.69-77.

PERSONNEL—LAY OFF

GUPTA, SUBHAS C. Retrenchment: definition, interpretation and confusion. *Indian Management*, 19(10) Oct. 80, p.39-45.

PERSONNEL—SELECTION

WITKIN, ARTHUR A. Commonly overlooked dimensions of employee selection. *Personnel Journal*, 59(7) July 80, p.573-5, 588.

PERSONNEL—SERVICE RATING

BHATIA, S.K. Human resources. *Economic Times*, 13 Nov. 80, p.5; 14 Nov. 80, p.7.

KIGGUNDU, MOSES N. An empirical test of the theory of job design using multiple job ratings. *Human Relations*, 33(5) May 80, p.339-51.

LUBBEN, GARY L., DUANE E. THOMPSON, and CHARLES R. KLASSON. Performance appraisal: the legal implications of title VII. *Personnel*, May-June 80, p.11-21.

MCMILLAN, JOHN D. and HOYT W. DOYEL. Performance appraisal: match

the tool to the task. Personnel, 57(4) July-Aug. 80, p. 12-20.

PERSONNEL, PUBLIC

NALBANDIAN, JOHN and DONALD E. KLINGNER. Integrating context and decision strategy: a contingency theory approach to public personnel administration. Administration and Society, 12(2) Aug. 80, p.178-202.

The authors have drawn from the literature in organization theory and behaviour to develop a theoretical framework for understanding the dynamics of public personnel administration. They recast the traditional discussion of public personnel administration in order to identify when "merit" would be reflected in "routine" decision-making strategies and when it would better result from "bargaining" and the use of "judgment" decision-making strategies. The responses of practitioners in the Midwest provide the basis for an exploratory study testing the utility of his approach.—*Reproduced.*

PERSONNEL, PUBLIC— CLASSIFICATION

MANANDHAR, SHES N. Group classification for the technical services: some observations and comments. Prashasan, 11(3) July 80, p.39-50.

PERSONNEL, PUBLIC— EXAMINATIONS

MAHESHWARI, S.R. Recruitment to higher civil service. Indian Express, 29 Dec. 80, p.6.

Though the higher civil service is no longer considered lucrative enough, a career in it is certainly not much worse in overall economic terms than in other occupations. Any fault in the recruitment can be a cause of multiple tragedy. The present scheme of examinations for recruitment consists of two parts: a preliminary examination (objective type) and the main examination

which includes written examination and an interview. In this article the distortions in this system are pointed out. It is argued that the system of objective questions is largely a myth. With a limited number of posts it is senseless to administer a competitive examination to a large number of candidates.

PERSONNEL, PUBLIC—MEDICAL SERVICE

SEMENCE, A.M., P.J. CONSTABLE and V.C. MEDVEI. Medical research in the civil service. Management Services in Government, 35(3) Aug. 80, p.123-8.

PERSONNEL, PUBLIC—PAY PLANS

STIMSON, RICHARD A. Performance pay: will it work? Bureaucrat, 9(2) Summer 80, p.39-47.

PERSONNEL, PUBLIC—SELECTION

PERRY, ROBERT A. Public sector selection specialist: a survey of state and local government utilization and training needs. Public Personnel Management, 9(2) Mar.-Apr. 80, p.86-93.

PERSONNEL, PUBLIC—SERVICE RATING

HAYS, STEVEN W. and CHARLIE B. TYER. Human resource management: the missing link. International Journal of Public Administration, 2(3)80, p.297-330.

PERSONNEL, PUBLIC—UNIONS

JONES, P.D. The Council of Civil Service Unions. Management Services in Government, 35(3) Aug. 80, p.136-40.

The Council of Civil Service Unions came into being on 1st May 1980. It replaces the 60-year old Staff Side of the Civil Service National Whitley Council, as the confederating body for the nine trade unions representing non-industrial civil servants. In this article, the author, who is

secretary of the Council, explains why the Council was set up, its organisation and what its hopes to achieve.

POLICE

ANDERTON, JAMES. Policing to some purpose. *Indian Police Journal*, 26(3) Jan.-Mar. 80, p.34-42.

The police must be seen to be doing what the public as a whole expects them to do. Police work is, and has always been, all-embracing. It is a solvent mixture of social care and law enforcement for neither aspect is strictly separable. Though police work is indivisible from the notion of punishment, the police officer should know that climates for good living and harmonious human relationships can be created and fostered by means other than law enforcement. Undue weight and publicity is given to critical review of police powers and practices which is more often politically motivated. Some curtailment of individual freedom and civil liberty is necessary in public interest. A resolute and accountable police force, supported and assisted by a trusting and discerning public, can ensure that the scales of democracy continue to tilt towards humanity and justice in a free society.

CLARK, D.J. The policeman's duties: problems of definition and enforcement. *Hong Kong Journal of Public Administration*, 1(1) June 79, p.30-55.

HALDANE, R. Improving the police image. *Indian Police Journal*, 26(3) Jan.-Mar. 80, p.17-24.

The police image is many things to many people and it is a changing image that can be buffeted by hostile press, tarnished by dishonest members, dulled by inefficiency or enhanced by professional members of integrity. The task of improving the image is an endless one with several interdependent areas of responsibility. The Government has a responsibility not to

involve the police in politics, and any enforcement of the laws by the police must be politically impartial. Individual members must be properly recruited, trained, equipped, and provided with all necessary back-up facilities. Given proper funding and support by the Government, the police administration has a general responsibility for improving the image at the organisation level. The numerous ways in which the police administration can improve the image are pointed out. Ultimate responsibility for the image lies with individual members. The police departments should counter false and misleading information about the police, that might be spread by the media.

HAYES, COLIN. Police personnel evaluation: a tool of police management. *Police Journal*, 53(3) July-Sept. 80, p.266-71.

KATYAL, K.K. Central police forces. *Hindu*, 21 Oct. 80, p.8.

Over the years there has been a proliferation of central police and paramilitary forces through piecemeal actions, each in response to an immediate need. The overlapping functions and separate supporting infrastructures for each of these forces mean wastage of resources and make the forces operationally ineffective. According to the recent decision new specially trained units are to be added to deal with communal and caste tensions. This occasion could have been used for an overhaul of the central forces.

KEARNEY, R.C. The impact of police unionization on municipal budgetary outcomes. *International Journal of Public Administration*, 1(4) 79, p.361-79.

KETTLE, MARTIN and TONY BUNYAN. The police force of the future is now here. *New Society*, 53(927) 21 Aug. 80, p.351-5.

LEE, PETER NAN-SHONG. The pattern and causes of police corruption in Hong Kong. *Hong Kong Journal of Public Administration*, 1(1) June 79, p.2-18.

MCDONALD, JAMES C. The effects of social and economic distance on interlocal police cooperation. *International Journal of Public Administration*, 1(1) 79, p.65-79.

MATHUR, KRISHNA MOHAN. Police accountability to the law and the people. *Police Research and Development*, (1) Jan.-Mar. 80, p.1-7.

MISHRA, S.N. (IIPA, New Delhi). The panchayat level. *Seminar*, (255) Nov. 80, p.21-4.

Especially in the rural areas, the common man perceives the police as defenders of the status quo and a drag on the processes of modernization. This paper explores the theme of relationship between police and Panchayati Raj institutions on the basis of the data collected from the Darauli Thana in Siwan District of Bihar. The police officials and village level leaders have scant respect for each other. In fact both of them are collaborating in the daily corruption and harassment of the people. The law and order situation in the rural areas has deteriorated in the wake of the introduction and working of Panchayati Raj bodies. The collusion between the police and the politicians starts at the higher level and percolates to the lower ones. The indices of politicisation among police officials appear to be fairly low.

MISRA, S.C. Neglect of rural policing. *Administrative Change*, 7(1) July-Dec. 79, p.67-78.

The British rulers had limited objectives in the policing of the country. A brief outline of the indigenous police system in rural India during the eighteenth century is presented. After Independence, some expansion has taken place in the number of police stations and the strength of policemen but the improvement recorded is only marginal and inadequate. India does not seem to have been able to decide yet as to what kind of police she really wants. The need for proper policing of the rural areas has become imperative and its imminence

has increased because of the growing lawlessness and insecurity in the countryside. By and large, rural people are still ignorant, insecure and openly exploited by traditional vested interests. The influence group of higher caste and rich peasants coupled with inadequate police administration, has rendered meaningless all statutes designed to uplift the weaker sections. It is suggested that the panchayati raj institutions should take over the responsibility of policing the rural areas.

MOHAPATRA, TARAPRASAD. Securing public cooperation in police work. *Indian Police Journal*, 26 (3) Jan.-Mar. 80, p.28-33.

Successful police work to a large extent depends on public cooperation. Political and civic consciousness is rapidly growing. Therefore older forms of contact between police and public must give way to rationally calculated communication patterns. Some general measures and techniques are suggested that can be helpful in mobilising people's support and participation. Citizens' committees should be formed at the district, sub-division, and police station levels. Through these committees the police should actively participate in the socio-economic life of the community. Through publicity and public relations campaigns the police can build up its image and seek public support. Police officers should encourage regular communication between the police and the press. Though maintenance of healthy relationship is a two-way affair, the initiative should come from the police.

NATH, T. Police regulations. *Patriot*, 19 Oct. 80, p.1.

During the colonial administration police manual was constantly reviewed and revised. After Independence, with a change in the administrative ethos, recasting the manual rules should have received the first priority. The entire system of police working should be recast. The Police Manual, as a compendious of instructions for day-to-day work should be updated so that it can be consulted quickly, whenever required. Police regulations have assumed the com-

plexion of a minor legislation. A model police manual for the entire country is an urgent necessity. In this context the work done in Bihar can be of considerable assistance and act as a guide.

PAGANO, MARC R. and STUART P. TAYLOR. Police perceptions of alcohol intoxication. *Journal of Applied Social Psychology*, 10(2) Mar.-Apr. 80, p.166-74.

RAJGOPAL, P.R. A new role for police. *Indian Express*, 18 Oct. 80, p.6.

Here are some suggestions for action to mitigate the intensity and incidence of communal riots. Contingency plans should be prepared for sensitive districts prone to communal riots or tensions. Vital functionaries should not be frequently transferred. The postings in sensitive districts should be strictly on the basis of professional requirements. It has to be ensured that police officers do not lend themselves to petty and self-serving politicians. The emphasis of this article is on cultivating community relations.

REGOLI, ROBERT M. and ERIC D. POOLE. Police professionalism and role conflict: a comparison of rural and urban departments. *Human Relations*, 33(4) Apr. 80, p.241-52.

This study examines the impact of five dimensions of police professionalism on role conflict. The dimensions are—(1) Use of the professional organisation as a major referent, (2) Belief in public service, (3) Belief in autonomy, (4) Belief in self-regulation, and (5) Sense of calling to the field. Estimates from stepwise multiple regressions demonstrate that the various professionalism dimensions differentially affect role conflict. The results further indicate that role conflict may be reduced through the professionalisation of the police, but the influence of professionalism is conditioned by department size.

REJNER, ROBERT. Fuzy thoughts: the

police and law-and-order politics. *Sociological Review*, 28(2) May 80, p.377-413.

The purpose of this paper is to discuss an important development in British and American police forces in recent years—their emergence as overtly political. What is seen as new is overt political activity by police officers. The concern of this paper is with the emergence of the police as part of the law-making process itself, a development which represents a significant departure from tradition, which amounts to politicisation of the police in the most explicit sense. The author has concentrated on rank-and-file activism while describing the aspects of politicisation. The final section deals with possible explanations of this development and its significance.

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THOMAS, JOHN CLAYTON. Policy con-

vergence among political parties and societies in developed nations: a synthesis and partial testing of two theories. *Western Political Quarterly*, 33(2) June 80, p.233-46.

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CHOPRA, PRAN. Poverty can be banished. *Times of India*, 15 Dec. 80, p.6; 16 Dec. 80, p.6.

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PROTECTING the weaker. *Khadi Gramodyog*, 27(1) Oct. 80, p.7-100. (Entire issue),

Contents: Challenge of rural industrialisation, by Rao Birendra Singh; Protecting the weaker, by A.M. Thomas; Weaker section and rural industrialisation, by Mohammad Fazal; Towards making destitution disappear, by V. Padmanabhan; Technology for rural development, by J.C. Srivastava; Industry policy for eighties, by Y.A. Panditrao; Technological capability for rural prosperity, by S.M. Jha; Protecting weaker sections and industries: role of institutional finance, by A.R. Patel; Accelerating growth of small and tiny units, by V.S. Mahajan; Indebtedness and exploitation in tribal areas of Gujarat, by Mustali I. Masavi; Proper marketing arrangements: a key to protect the weak, by T.K. Nag; Industrialisation of tribal areas, by K. Murli Manohar and P. Ramaiah; Rural development: concept, process and problems, by R.P. Varma and A.R.R. Pillai; Rural industrialisation: a case study of Koraput district, by S.C. Pathak and P.C. Mahapatro.

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PROBLEM SOLVING

FERNANDES, PRAXY J. The problem about problems. *Human Futures*, 3(2) Autumn 80, p.275-81.

PROJECT MANAGEMENT

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PROPERTY TAXES

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PUBLIC ADMINISTRATION

ADMINISTRATION in action: the coming decades. (Special Number) *Indian*

Journal of Public Administration, 26(3)
July-Sept. 80, p.503-936. (Entire issue)

Contents: Editorial; Public administration as a discipline: its importance in the coming decades, by James Heaphey; Management practices in government for the coming decade, by Ishwar Dayal; Bureaucracy in India: challenges of the eighties, by C.P. Bhambhri; Administration and social development, by V. Jagannadham; Contingency approach to public administration: a promise for the eighties, by Arie Helachmi; Administration in action in the coming decades, by P.R. Dubhashi; Municipal administration in the coming decades, by Abhijit Datta; Training in the decades ahead: some design considerations, by A.P. Saxena; University administration in India—some critical issues, by G. Ram Reddy; Three decades of industrial administration, by Ram K. Vepa; Some future scenarios and their policy implications, by Kamal Nayan Kabra; Criminal justice administration: planning for the future, by S. Venugopal Rao; Emerging needs in forestry management, by Kamla Chowdhry; Administration of labour laws in India in the coming decades, by A.M. Sarma; Budget management techniques: a perspective for India, by K.L. Handa; Management by objectives in the provision of social services, by M. Mushkat, Jr; Challenges in the railway administration in the coming years, by A.V. Poullose; Health and development—a new focus, by J.D. Sethi; Institutional credit for the rural poor, by M.M.K. Wali; Promise and prospect of local level planning in India, by Kuldeep Mathur; The political executive and the permanent executive; an analysis of the emerging role patterns, by Shriram Maheshwari; Inspiration: an essential element for administration in action, by E.H. Valsan; Accountability of public servants: recent developments in Canada, by O.P. Dwivedi; Rural development in Bangladesh: policies, plans and programmes, Mohammad Mohabbat Khan and Habib Mohammad Zafarullah; Government in action: Philippine problems and prospects, by Mario D. Zamora; The

African public services: challenges and prospects, by Walter Ouma Oyugi; Training and development in public service: the Canadian experience, by P.K. Kuruvilla; Administration in the eighties: major trends and challenges, by V. Subramaniam; A programme for whose survival? by S.K. Goyal; Strategy for a decade, by M.J.K., Thavaraj; Nationalism, internationalism and world order, by R.B. Jain; Government and the economic system, by Kamta Prasad; Book reviews; Documents; Bibliography, by Mohinder Singh and R.N. Sharma.

Broadly, the articles in this issue are in three parts: global or general, sectoral, and a few country studies with reference to some select issues and experiences. It is neither possible here to refer to each article in detail, nor it is necessary; what we do instead is to trade broadly the areas covered and the issues raised with some relevant illustrations.

We refer to the article (Administration in the Eighties : Major Trends and Challenges) by V. Subramaniam first which, but for the accident of having come to us late and therefore appearing last among the articles, should, in fact, initiate the discussion because it puts the theme of the Special Number in the correct perspective. Taking his stand as a third world representative and taking also into account futurologists like Toffler, Subramaniam identifies five areas in administration and management which, he feels, will come up for serious attention in the future. These include: (a) the rapid spread of organisation and bureaucracy and the emerging debureaucratisation, and (b) the universal importance attached now to management, especially the American variety. Subramaniam concedes that all the five are interrelated and their impact in charting a course for the future is global, but he sees a difference in their impact, in a paradoxical way, between the West and the East. In the former, the expectation is that improved public policy and management will go to meet the complex problems as they come up; but, in the East,

on the other hand, public administration has so far been less productive in economic development and therefore starts its future with severe limitations.

Two others, James Heaphey and Arie Halachmi, take up another aspect of the future of public administration—as a discipline and as a profession. According to Heaphey, several possibilities can be predicted for administration, such as administration as a global discipline and the forging of a closer link between public administration and other social sciences to form an integrated human science: to view social needs as those of the individuals composing the society, and meet those individuals needs without the individuals having to organise themselves into groups. Halachmi further explores the problem and traces the evolution of public administration as a discipline and describes its long search for a synthesis. He does not quite agree about a universalism in administration as a concept in the future; instead, he refers to a 'contingency approach', which means that an administrator anywhere has a set combinations of variables to which he should adapt himself and consider then what to do. Here he compares the administrator to an artist and holds that formal education and training, though needed, are not a substitute for the artist's sharp eye or ear. Practitioners could have their own experiences and make their own observations which they would then make available to social scientists, who, in turn, will use them and other empirical data for their theoretical induction or deduction, rather than their arm-chair exercises.

Ishwar Dayal in his article 'Management Practices in Government for the Coming Decade' lays emphasis on the several circumstances and changes in administrative tasks that will come up in the future to change the management practices from what they are now. He charts a course of action which, in India, about which he writes in particular, may mean, according to him, some basic changes in the approach and conduct of management in government,

something more than mere change in procedures and revision of administrative practices. C.P. Bhambhri, likewise, writes about changes in administration particularly in the bureaucracy in this country. According to him the crisis of bureaucracy here will increase in the future, what with the emerging political competition and the changing social complex. The bureaucracy has, no doubt, according to Bhambhri, adapted itself to several such changes in the past but in the process it has also developed in part, as a vested interest, with linkages to pressure groups. The future of Indian bureaucracy, he writes, depends upon its developing internal cohesion and becoming more conscious of its obligations towards its clients, that is, the citizens. Later in the issue, S.R. Maheshwari (*The Political Executive and the Permanent Executive: An Analysis of the Emerging Role Patterns*) touches upon a connected issue, of the relation in India between the elected executives and the permanent executives or the bureaucracy. According to him in the coming years this politico-administrative equation will be of crucial importance for the political system. The emerging pattern indicates a role change which under values the Weberian norms of bureaucracy and perhaps portends a change from the Westminster model of parliamentary democracy also. It is naturally not possible for us to agree completely with either the diagnosis or the solutions proposed by Bhambhri and Maheshwari, but the basic issues raised merit serious consideration with reference to the future as we envisage.

P.R. Dubhashi in 'Administration in Action in the Coming Decades' also writes about administration being exposed to increasing pressure, both political and economic, in the year to come. He feels that even now administration is showing signs of severe strain: while more is demanded of it, less is conceded to it. The problem, as he sees it, in the future is how to ensure that no gaps develop between the people's demands on administration and what administration can give.

This, in turn, depends upon the nature

of the society that we may have in India in the coming decades and the stresses on administration which the social changes are bound to create. V. Jagannadham picks up this trend in his article 'Administration and Social Development' and feels that radical changes, both in political leadership and administration, will be essential to tackle the society's problems. Though much of the social features as they are today may continue to be in evidence, new values will permeate the community, for the better and perhaps also for the worse. But administration will have, from now on, to train itself to operate above the level of the prevailing standards in society. This is a challenge clamouring for a well conceived response.

No one need reiterate *ad nauseum* that the world is changing and that the pace of change hereafter will accelerate. The dynamics of change as a fact of life will have to be faced. Administrative personnel, therefore, will have to equip themselves to be ready to meet the challenges and thus arises the importance of training. A.P. Saxena in his article 'Training in the Decades Ahead: Some Design Considerations' sums up the present position of training, its role and direction, and its linkages with government. He then stresses the need for proper designing of training in the future which will include curriculum development, appropriate training methodologies and proper evaluation. Taken together, training will thus be a dynamic, forward looking activity. Training being just good, necessary or desirable, may not be enough for its survival. Training should lead to improved performance and help in making a larger and better output from public personnel. According to a U.N. publication, as Saxena points out, in the decades ahead, upto ten per cent of a working career of thirty years may need to be assigned to training. He doubts whether such a large proportion is possible to be set aside in a poor country like ours but there is no escape from making an effort for a larger personnel to undergo training and, simultaneously, evolve training programmes designed with clear direction,

operational plans and well defined priorities and purposes.

Changes in administration will not stop with the Union or State Governments in this country. These will extend to local administration and, in the process, to municipal administration which is not only nearer to the people but also under strain. Abhijit Datta considers that such changes are inevitable at the municipal level because of the sheer force of changes both at the State and the national level. These changes, as one can imagine, will cover the areas of municipal administration, municipal functions, municipal finance, and administrative procedure. Datta cites the developments in West Bengal where there is a clear possibility of a cabinet type of municipal government evolving in the place of the present set-up of the municipal corporation, the standing committees and the commissioner (the triumvirate) sharing power. When changes take place between the Centre and the State, there will be changes between the States concerned and the municipal and other local bodies under them at the 'political level'. Ultimately all these changes will remain to be assessed in terms of the efficiency of municipal administration in answer to citizens' expectations. Also, at the municipal level, there should be scope for popular participation in municipal government which will not only help to throw up local leadership but also go to check arbitrary use of the State powers. The basic problems of efficiency, effectiveness and responsiveness at the grassroot level will get more and more pronounced in the coming decades.

In the relatively large section of sectoral articles, Ram Reddy discusses university administration in this country. He points out the several weaknesses in the higher education set-up today, the foremost among them being the enormous expansion of the universities. Several of them have crossed the manageable limits and, although none is sure of the optimum size for a university, it is quite in evidence that university size has been growing without any thought

on the consequences. It is not that the problem of university management is just that of the vice-chancellor, or of the faculty, or of the indiscipline among students. A lot of thought is being given to all these, with decentralisation right in the focus. While selective lessons from the administration of other institutions can be taken to tone up university administration, Ram Reddy warns against any wholesale imitation; for he says, the university culture is different from that of other institutions and considerable sympathy is needed in handling university affairs. At the same time a university reflects the society at large and the performance of universities therefore is conditioned by that society to a very large measure. The claims of academic excellence, the pressures for democratisation of higher education and its relationship with the lower levels, and the perspective of the academic community as regards their responsibilities in an age of turbulence deserve profound thinking on the part of all concerned.

Ram K. Vepa in his article 'Three Decades of Industrial Administration', dwells on its weaknesses and lists the problems that may arise in the future in this vital sector. There is a conceptual problem—should the policy be one of growth, or of backward area development, or of small scale industry promotion. Besides, there are issues like the role of the public and the private sectors. Each one of these is apt to create vested interests and industrial administration in the future will meet with success only if these conflicting objectives are harmonised so as to become an integrated policy. Where the government should intervene and where the entrepreneur should be left to himself is also an area which has led to differences in the past but a realistic approach is essential in the future in this respect if that future is to take this country further on the road to industrialisation keeping in view the socio-economic compulsions as they emerge.

Projections of sectoral growth and projections of population growth have had

several exponents here in the past. But the pressing need is to project economic growth linking it with population growth. Kamal Nayan Kabra in 'Some Future Scenarios and Their Policy Implication' attempts this, taking into account some important previous work in this regard. The studies he examines differ in their methodologies and approaches and their implications also differ for public policy. Nevertheless, in his analysis of these projections, Kabra brings out the dilemmas that face the country. A rapid rate of growth certainly appears necessary particularly keeping the alarming population growth rate in mind. Several other compelling factors also are there in the background. Kabra goes on to refer to the many inhibitions as he sees them, especially the lack of socio-political will. This, in turn, helps to throw light on the areas for public intervention and where administration will have to come out with its weight thrown definitely in favour of rapid development. A policy mix will be called for and the administrative mechanism and institutions will have to be transformed. On the other hand, the perils of slow growth are obvious; they will include unemployment, social tensions and degeneration in the quality of life. One may differ with his analysis and prescription but the issues that he highlights merit deeper probe.

One clear evidence of social tension in the coming decades is the likelihood of the increase in crime rate with which also is the connected question of criminal justice administration. Venugopal Rao in his article 'Criminal Justice Administration: Planning for the Future' takes stock of the situation as at present and feels that the criminal justice system is showing unmistakable signs of wilting. What then does the future hold? Writing about the crime rate, Rao fears that several factors in the society in the years to come will conspire to put up the crime rate quantitatively and qualitatively. The sheer population rise and the growing unemployment and the social tensions consequent on the attempted change from a feudal and capitalist order to a socialist pattern, and the

very process of development itself, will tend to put up the crime rate. The nature of crime also will change with the advance in science and technology: the youth will feature more in crimes and urban life will mean greater tension leading to crime. The question then is how to transform the criminal justice system to cope with the new situation. The present fragmentation is the system's major problem, says Rao. What should be brought in therefore, according to him, is unity of purpose and action in the system. Sectoral reforms like criminal law amendments, organisational restructuring, etc., will not be of much use if the system continues to be divided against itself. Also, it has to get over its present conservatism and attachment to tradition. There is then the larger problem of police and society where the police-people relation needs to be radically changed to make the police more acceptable and its role in the community more purposive. According to Rao there should be change in our outlook in regard to the role of punishment while enforcing criminal justice which in turn, leads to the problem of prison administration. Altogether here is a field of importance which calls for reforms planned for a variety of alternative futures.

Denudation of forests and the ecological threat looming large are examined by Kamla Chowdhry in her brief article 'Emerging Needs in Forestry Management'. India has a forest policy from as early a date as 1894 and this policy, revised after independence, still guides government. The importance of forests in the national development has been stressed in the successive five year plans. Yet the extent of the forest area and their quality is rapidly deteriorating due to vandalistic exploitation. A number of management lessons need to be extended in forest policy implementation, and while listing them, Kamla Chowdhry stresses the importance of forest in the country's development in the future—employment, income generation, tribal welfare, ecology, wood-based industrial growth, etc. It is an area of work requiring more research as we already find tension

building up and the sections of the people affected are the economically vulnerable and the socially disadvantaged.

The role of labour laws and their administration is next discussed by A.M. Sarma in his article 'Administration of Labour Laws in India in the Coming Decades'. He lists the important labour enactments and examines each one of them to lay bare its weakness and the scope for better implementation. As in the case of forest management mentioned earlier, the successive five year plans have duly emphasised the need for proper labour administration and implementation of labour laws. A number of Central and State agencies, besides statutory corporations, are empowered to look after the administration of labour laws, but then, the machinery has to be enabled to do a more positive job in the future, which may see a sharp rise in the number of industries, in the number of workers and in the number of industrial disputes. The claims of production and productivity will have to be harmonised with a modicum of caution and delicacy in times to come with the imperatives of a more egalitarian society.

K.L. Handa and M. Mushkat Jr. take up an ostensibly technical problem in administration which may worry us in the future. Both of them examine the need for change in the accounting system of public funds and putting that system to a rigorous test so that it answers the needs of the future. Handa writes about the budget management technique in India at present and examines the possibility of our adopting modern methods such as the PPBS, the zero-base budgeting, sunset legislation, etc. He is of the view that line item budgeting and performance budgeting can both be applied here under proper accounts classification, delegation of financial powers, etc. About PPBS and zero-base budgeting, he is not very confident nor has he to say much in favour of the sunset laws. These according to him, are too sophisticated to be adopted in India today. This is also a field which requires

further research and exploration in a dispassionate way.

Mushkat Jr. in his article 'Management-by-Objectives in the 'Provision of Social Services' cites much evidence to show that social service professionals have, by and large, accepted the need for MBO and that the several techniques of monitoring social service performance like the 'client satisfaction questionnaire', the 'global assessment scale', etc. have to come to the aid of improving social service accountability. These techniques are, no doubt, to be designed specifically for the occasion concerned and for the needs of specific social service organisations. The MBO has come to be accepted as one of the modern management techniques over a wide field in this country especially in the private sector and this article gives several practical guidelines in its application to social services. The need for caution is that many of the techniques are adopted only ritualistically, ignoring the environmental context and requirements, often leading to disenchantment after some time. The basic objective of better administrative performance must become our loadstar if we are not to be prisoners of some catch phrases, without comprehending their implications in detail and in depth.

In his article dealing with 'Challenges in Railway Administration in the Coming Years' A.V. Poulse describes the mammoth size of the Indian railway system and projects its expansion to meet the needs of the people. Simultaneously, he stresses the importance of proper management and administration whether it is finance, costing of services, rolling stock maintenance, or improvement in operation. Anticipating the workload that the railways may be required to carry in the coming years, Poulse concedes the need for reorganisation of the railway structure—may be bifurcation of the existing divisions, breaking up of the zonal railways, or appropriate changes in top management, including delegation of powers. A realistic appreciation of the problems of the railway staff,

so as to take out of them the highest production and ensure productivity, will also be necessary. There are a number of other reforms to be taken up but the goal of railway administration is there for all to see. The railways must equip themselves to subserve the economy and should be a pace setter among public undertakings for efficiency and task-oriented outlook. We are getting more and more conscious as to how the inadequacies of different kinds of infrastructural support are creating serious hazards for planned development.

J.D. Sethi in his article 'Health and Development—A New Focus' draws attention to what he characterises as the lop-sided growth of the health services largely arising from our adopting norms and standards obtainable in affluent societies. The result has been that, in spite of claims to the contrary, health and health care have become a concern of the rich and the privileged in society. All the plan advantages have been in the urban areas catering to the upper classes. According to Sethi, in regard to matters of public health, the social division is not so much between the urban and the rural, but between the urban rich and the rural rich on one hand and the urban poor and the rural poor on the other. The task in the future will, therefore, be to recast the entire health policy and administration so as to break the existing features. But to look at public health all by itself will not also be enough, for illness and poverty and poverty and unemployment are all inextricably mixed up and, as Sethi puts it forcefully, if there is no scheme for full employment by 2000 AD, no health policy for the country will succeed. Here again is a vital sector deserving of further detailed research.

M.M.K. Wali (Institutional Credit for the Rural Poor), also speaking for the poor in the rural areas, investigates the credit structure and deployment of credit facilities to the rural poor whether it be by the cooperatives, rural banks, or scheduled banks. The proportion of credit set aside for the marginal farmer and others

of his type has, no doubt, increased over the years, but, says Wali, this credit facility has by and large been appropriated by the relatively affluent farmer and his equals in the village. In a truncated rural social set-up it is not a surprise that the more influential classes corner the advantages of a liberal credit line. Those who come out worst under the present policy are the landless farm hands and the rural artisans. Wali's plea, therefore, is to take a realistic view of the divisions in society and tailor each credit device to specific target groups and monitor the mechanism so that the target group alone benefits from the specific credit line.

On the more general planning effort, Kuldeep Mathur in his article 'Promise and Prospect of Local Level Planning in India' discusses decentralisation of planning and brings out its implications. According to him successive plan documents, while sympathetic to decentralisation, do not go far enough to bring about decentralisation in effect, with the result that after five five-year plans, we are groping about this problem even in the current plan. He tries to spell out the factors which ought to go in making the local level planning more effective. The crux of the situation, if we discard the frills of planning, is the problem of the resource availability and this is bound to be as scarce in the future as at present. But there has to be a strict adherence to the cost-benefit principle and here decentralisation will be valid insofar as better accountability can be ensured with effective monitoring at all levels of implementation. Our sights must be clear as to the purposes and programmes of local level planning.

E.H. Valsan writes of the intangible value of inspiration (Inspiration : An Essential Element for Administration in Action) in any national effort, in any sphere, and he illustrates his point by citing some of the world figures who, with a vision about the future, have changed history. However, it is clear that much of the current thinking is befogged by cynicism ; inspiration, as such, takes a back

seat in conducting day-to-day affairs. Competence and social compassion must permeate the entire administrative system. No organisational effort for better administration and more effective planning is possible without an element of hope, faith and a vision of the future which in a way are the basic elements of inspiration.

Following these articles with a sectoral focus, we have in this issue studies of administration in regard to some other countries than India—Canada, the Philippines, Bangladesh and East Africa. O.P. Dwivedi and P.K. Kuruvilla analyse the public services in Canada, the former stressing the accountability of the civil service and the latter the recruitment policy in that country. Mario D. Zamora visualises the Philippines in the future as a country set to bring about cohesion within itself for its different ethnographic groups and also to play an appropriate role in the socio-political sphere in the region. Mohabbat Khan and Habib Mohammad Zafarullah write about the importance given in Bangladesh to rural development as an integral part of the country's development. Walter Ouma Oyugi evaluates the role of the civil service in the recently emancipated African countries and assesses its capability to take the respective countries forward in the economic, social and political spheres. —*Reproduced from editorial.*

PUBLIC ADMINISTRATION

BARRINGTON, T.J. Can administrative science aid the administrative profession? *Administration*, 27(4) Winter 79, p.415-27.

This paper examines as to how far the profession of public administration can call upon the fruits of 'administrative science' to resolve its problems. Very little progress has been made in developing the organised study of public administration and such study as there has been, seems to have had little impact on the profession. The 'administrative science' has been of little use to practical administrators and politicians faced with the problems of achieving more

effective government. In every country, to a greater or lesser degree, there is disappointment over administrative reforms. It is necessary to systematise the position of 'administrative science' as the recipient of ideas and influences from other disciplines. The possible main flow of these influences of major disciplines, on the different parts of the administrative system, is presented in the form of a chart. With the increase in the scope and responsibilities of government, practical men in government are facing more and more practical problems. The 'administrative science' will have to discharge its duty to underpin the practice of public administration as a profession to solve the professional problems.

BUCHANAN, BRUCE and JEFF MILLSTONE. Public organizations: a value-conflict view. *International Journal of Public Administration*, 1(3) 79, p.261-305.

BURNS, JOHN. A review of recent Chinese literature on public administration. *Hong Kong Journal of Public Administration*, 1(1) June 79, p.59-63; 1(2) Dec. 79, p.56-61.

HESELTINE, MICHAEL. Ministers and management in Whitehall. *Management Services in Government*, 35(2) May, 80, p.61-8.

This is an attempt to discuss the role ministers must play in the work of the departments over which the Prime Minister has appointed them. The process of growing public sector is irreversible. The public sector management involves three steps—(1) Setting clear objectives; (2) a strategy to reach those objectives; and (3) a method of monitoring progress. These steps are explained against the reduction in the size of the Department of Environment. It is minister's responsibility to see that departments are lean, efficient and effective in carrying out the assigned tasks. In running the public sector there must be a degree of partnership between ministers and civil servants.

KOTHARI, SHANTILAL. Challenge of public administration. *National Herald*, 15 Oct. 80, p.7; 16 Oct. 80, p.7.

Public administration is no more a closed and pure system of command and control and has become open from all sides. The passivity of citizens has changed into high expectations and the society wants quick results. As representatives of people, the politicians have a right to keep a close watch on the administrators to get redressal of people's grievances. As the concept of participation is taking new dimensions the basic philosophy of public administration has to be revised. The interaction between administrators, pressure groups and people's representatives must be taken into consideration. The administrators have to function in an environment which has undergone rapid change. Some measures are suggested to remove the suspicion of common man and strengthen the moral fabric of the polity.

LEVINE, CHARLES H. Public management: first approximations. *International Journal of Public Administration*, 1(4) 79, p.471-86.

MONTGOMERY, JOHN D. Decisions, non-decisions and other phenomena: implementation analysis for development administrators. *Hong Kong Journal of Public Administration*, 1(2) Dec. 79, p.2-21.

PURANIK, S.N. Popular perception of administration. *Quarterly Journal of the Local Self-Government Institute*, 51(1) July-Sept 80, p. 12-21.

It is precondition of effective administration that it function in a milieu where its role is appreciated if not wholly applauded. No administration can deliver goods in an environment where its role is derided, where it is persistently attacked as corrupt, inefficient and indifferent to public welfare. It has, therefore, become part of good administrative practice that it remains continuously aware of public response to it.

activities. Dr. S.N. Puranik has drawn upon varied resources—field studies and library research—to give us a picture full of insight of popular perception of administration that prevails in rural India. He has also analysed the various factors which colour people's perception of administrative performance. He has specifically emphasised the anti-bureaucratic attitude inherited from the colonial past and which still prevails in several parts of the country, the major structural changes in administrative patterns, the direct experiences of the citizens with administrative behaviour, the character of communication links between the people and the administration as relevant factors in composing people's perception of administration in rural India.
—*Reproduced*

VIDMER, RICHARD F. Administrative science in the U.S.S.R.: doctrinal constraints on inquiry. *Administration and Society*, 12(1) May 80, p.69-92.

Soviet studies of organization and management have experienced burgeoning growth since the mid-1960s. Despite great diversity and apparent confusion in the field, there is an identifiable paradigm which unites theorists of otherwise highly divergent perspectives. The Soviet paradigm in administrative science 'modernizes' the traditional categories of political economy into systems or cybernetic terminology and focuses on the rational aspects of organizational activity. It conspicuously avoids concepts that could undermine the imagery of 'optimal' performance, or at least the potential to reach that state of affairs. While the general paradigm itself is unlikely to break down, there are prospects for change within various subcategories.—*Reproduced*.

PUBLIC GOODS

MAS-COLELL, ANDREU. Efficiency and decentralization in the pure theory of public goods. *Quarterly Journal of Economics*, 94(4) June 80, p. 625-41.

PUBLIC POLICY

BIELASIAK, JACK. Policy choices and regional equality among the Soviet republics. *American Political Science Review*, 74(2) June 80, p.394-405.

DANEKE, GREGORY A. and ALAN W. STEISS. Policy analysis: the undisciplined discipline. *International Journal of Public Administration*, 1(1) 79, p.95-113.

HARINDER SINGH. Some requirements of humanistic policy planning. *Management in Government*, 12(1) Apr.-June 80, p.57-69.

SHULL, STEVEN A. Functional policy actions: agency activities subsequent to budgeting. *International Journal of Public Administration*, 1(4) 79, p.381-407.

SMITH, CLIFFORD J. Using goal programming to determine interest group disutility for public policy choices. *Socio-Economic Planning Sciences*, 14(3) 80, p.117-20.

PUBLIC POLICY—CITIZEN PARTICIPATION

WHITAKER, GORDON P. Coproduction: citizen participation in service delivery. *Public Administration Review*, 40(3) May-June 80, p. 240-6.

PUBLIC WELFARE

GOODSELL, CHARLES T. Client evaluation of three welfare programmes: a comparison of three welfare programs. *Administration and Society*, 12(2) Aug. 80, p.123-36.

PANIKULANGARA, VINCENT. Law and social justice. *Cochin University Law Review*, 3(3) Sept. 79, p.329-60.

THOMPSON, A. FRANK, JR. Cultural values and social planning: a control theory approach to satisfying a social welfare criterion. *American Journal of Economics and Sociology*, 39(2) Apr. 80, p. 199-208.

WEIR, STUART and ROBIN SIMPSON. Are the local authority social services being bled dry? *New Society*, 53(921) 10 July 80, p.59-62.

PUNISHMENT

PILLAI, K.N. CHANDRASEKHARAN. Minimum punishment vis-a-vis justice. *Cochin University Law Review*, 3(3) Sept. 79, p.369-79.

QUEUEING THEORY

MISRA, SANJIV. Application of queueing theory to paper disposal in government offices. *Management in Government*, 12(1) Apr.-June 80, p. 48-56.

RACE PROBLEMS

LAYTON-HENRY, ZIG. Commission in crisis. *Political Quarterly*, 51(4) Oct. Dec. 80, p.441-50.

RADIO BROADCASTING

CHIB, S.N. Still in the air: always officially controlled. *Statesman*, 16 Dec. 80, p.6.

DE SOLA, ITHIEL POOL. The governance of broadcasting: government, the audience, and social groups. *Development Digest*, 18(2) Apr. 80, p.65-78.

MAJUMDAR, A.K. The muted voice: decline in broadcast services. *Statesman*, 23 Dec. 80, p.6.

MASANI, MEHRA. Not castles in the air: making the most of radio and TV. *Statesman*, 22 Oct. 80, p. 6.

MASANI, MEHRA. Still in the air: fade-out of the common man. *Statesman*, 15 Dec. 80, p.6.

RAILWAYS

AIYAR, SWAMINATHAN S. The axe falls on the railways. *Eastern Economist*, 75(21) 21 Nov. 80, p. 1125-6.

D'PENHA, H.J. The devaluation of the Railway Board. *Patriot*, 4 Dec. 80, p.2.

D'PENHA, H.J. Indiscipline is main problem of railways. *Amrita Bazar Patrika*, 3 Dec. 80, p.6.

KHOSLA, G.S. Indian railways: the changes at the top. *Statesman*, 24 Nov 80, p.6.

NARASIMHA REDDY, D. Growth and structure of unions in southern railways. *Economic and Political Weekly*, 15(39) 27 Sept. 80, p. 1619-26.

This paper begins with a brief account of the origins of the trade union movement in the three separate railway systems in South India which now form the Southern Railway, the odds which the founders of these unions had to face, and the struggles through which the unions grew and acquired their strength. It discusses the political leanings of various unions and notes how important political shifts were invariably reflected in corresponding shifts and mergers in the unions as well. The major part of the paper is devoted to an analysis of the structure of the unions in Southern Railway, the differences between various types or categories of unions, and the factors that have contributed to the multiplicity of what have come to be known as 'categorical' unions in the Indian Railways. —*Reproduced.*

RAO, T.M. The railway malaise. *Statesman*, 27 Dec. 80, p.6; 29 Dec. 80, p.8.

SAKSENA, N.S. Growing crime on railways: corrupt and unionised police main factor. *Times of India*, 7 Nov. 80, p.6.

REGIONAL PLANNING

CHERRY, GORDON E. Prospects for regional planning—a review of metropolitan strategies for the West Midlands. *Local Government Studies*, 6(3) May-June 80, p.41-58.

SHAH, J.M. Identification of extent of

regional development: an analytical dimension in the micro frame. *Vishleshan*, 6(2) June 80, p.107-26.

RESEARCH

ELDEN, MAX. Sharing the research work: one way of initiating a process of employee-managed organisational change. *Human Futures*, 3(2) Autumn 80, p.254-66.

GHOSE, A.M. Whither our research industry? *Hindustan Times*, 10 Oct. 80, p.9.

TREND, M.G. Applied social research and the government: notes on the limits of confidentiality. *Social Problems*, 27(3) Feb. 80, p.342-9.

RETIREMENT

BOULD, SALLY. Unemployment as a factor in early retirement decisions. *American Journal of Economics and Sociology*, 39(2) Apr. 80, p.123-36.

ROADS

DESHPANDE, R.A. Planning and design of rural roads in India. *Civic Affairs*, 28(1) Aug. 80, p.51-6.

RULE OF LAW

DEB, R. Public services under the rule of law. *Indian Police Journal*, 26(3) Jan.-Mar. 80, p.43-54.

Dutta, B. The rule of law and parliamentary sovereignty. *Cochin University Law Review*, 3(2) June 80, p.165-213; 3(3) Sept. 80, p. 267-304.

RURAL DEVELOPMENT

AKINCHAN, S. Rural development: rhetoric and reality. *Economic Times*, 9 Oct. 80 p.5.

BANG, THAKURDAS. Rural development: the experience of Taiwan. *Economic Times*, 7 Nov. 80, p.5.

CHOPRA, PRAN. Regenerating the rural economy. *Indian Express*, 6 Oct. 80, p.6.

CONCERNING rural futures. *Indian Review of Management and Future*, (2) 80, p.1-87 (Entire issue).

Contents: Rural development: convenor's report, by Rajni Kothari; Indian child and future: quest for an action plan, by Satish C. Seth; Institutional arrangement for financing rural development through 2000 A.D., by B. Vankata Rao; Industrial and rural development in 2000 A.D., by D.R. Pendse; Impact of rural electrification on life style and rural India, by S.V.R. Rao; special reports.

HOSHIAR SINGH. Rural development: need for unified set-up. *Hindustan Times*, 6 Dec. 80, p.9.

LAKSHMI CHANDRA. Rural development: a lesson from China. *Radical Humanist*, 44(8) Nov. 80, p.10-14.

LEE, EDDY. Changing approaches to rural development. *International Labour Review*, 119(1) Jan.-Feb. 80, p.99-114.

It is now a common place that the core of the world poverty problem lies in the rural areas of the Third World and that broad-based ("mass") rural development must play a key role in its alleviation. This acceptance of the importance of rural development is, however, fairly recent. The way in which rural poverty is perceived, the significance attached to rural development and the strategies advocated have all undergone substantial changes. The present article outlines these changes, evaluates some of the more authoritative policy prescriptions on the subject and highlights the main features of a strategy for achieving mass rural development.—*Reproduced.*

MATHAI, RAVI J. Investing in democracy: captivity or self-reliance. *Mainstream*, 19(16) 20 Dec. 80, p.11-17, 19.

OBERAI, A.S. and H.K. MANMOHAN

SINGH. Migration, remittances and rural development: findings of a case study in the Indian Punjab. *International Labour Review*, 119(2) Mar.-Apr. 80, p.229-41.

A household survey conducted by the ILO is used to investigate the scale and characteristics of remittances from rural out-migrants and their role in rural development. For example, which types of migrant are more likely to send remittances, and how frequently? Who sends most? What is their effect on the level and distribution of incomes? And, above all, what are they used for—productive investment, better housing and education, or conspicuous consumption and the purchase of capital—intensive agricultural equipment? The authors' findings are mainly positive and lead them to draw a number of policy conclusions. —*Reproduced.*

OKPALA, DONATUS I. Towards a better conceptualization of rural community development: empirical findings from Nigeria. *Human Organisation*, 39(2) Summer, 80, p.161-9.

Rural development in Nigeria has generally been taken by public policymakers to mean agricultural development. The rural development sector of successive national development plans has consistently emphasized and programmed rural communities for increased agricultural productivity.

This study looks at the perception of the rural residents themselves as to what constitutes their development. This is done by documenting and analyzing the nature of community self-help development projects in the communities of Anambra State of Nigeria from the mid-1958s to the present time. The result of the analysis indicates that unlike public policy, rural communities make a clear conceptual and practical distinction between rural development and agricultural development. The prevailing public policy emphasis on increased agricultural output as the main goal of rural development is therefore at variance with what members of rural communities consider as

their development. The analysis shows that the development of social and economic infrastructures is the rural communities' measure of rural development; increased agricultural output and productivity is not. On the basis of these findings the paper suggests that a clear distinction should be made between rural development on the one hand, and agricultural development on the other. This would lead to more specific goals and programs focussed more directly on these goals.—*Reproduced.*

RANDERIA, P.C. Is business serious about rural development? *Eastern Economist*, 75(16) 17 Oct. 80, p. 889-90.

The progress of industry's involvement in rural development has been inadequate, halting, belated, and tardy. Most companies and particularly most managers are inactive, half-hearted and disingenuous as far as rural development is concerned. Even the honest business men do not know what they can do usefully on a regular and continuing basis. The role of industry must be seen in larger historical perspective. The industry should involve itself in rural development because there cannot be significant industrial progress without real agricultural breakthrough. Top management response is somewhat artificial. Perhaps students, youth, intellectuals and trade unionists can play a more significant role in rural development.

RAO, V.K.R.V. A national policy for integrated urban and rural development. *Yojana*, 24(17) 16 Sept. 80, p.7-10.

The major objectives of development are growth, employment, social justice, spatial coordination, and quality of life. The analysis of the rural and urban development that has taken place indicates that accent has been on production only and is not accompanied by an appropriate implementation of other objectives. The author is somewhat allergic to the concept of a hierarchy of settlements, as instruments for rural-urban and spatial integration and is in favour of a cluster approach to village

development. The foundations for integrated development should be laid at the grassroots level and for this purpose panchayat system with participatory democracy can function as an efficient tool. These are excerpts from 'Barfiwala Memorial Lectures' at the All India Institute of Local Self-government, Bombay, on May 29-30, 1980.

SAH, BHUWAN LAL. Integrated rural development: a case study. Quarterly Journal of the Local Self-Government Institute, 51(1) July-Sept. 80, p.40-50.

The following article by Mr. Bhuwan Lal Sah is a critical study of rural development based upon actual field survey of Loharya Soal Mala Village Panchayat in the Haldwani Block of Nainital District. Mr. Sah, while not denying the undoubted gains made by the inhabitants of the villages as the result of planned development, calls for more imaginative and integrated development plans to meet the essential needs of the people. He has particularly emphasised the lack of empathy between the urban-oriented administrator and the local peasants. This has been one of the principal constraints to more accelerated and meaningful development in rural India. —*Reproduced.*

SAIGAL, K. Project organisation design and rural inequality. Rural Development Digest, 3(4) Oct. 80, p.275-94.

SATYANARAYANA, G. and CH. RAM PRASAD. Rural development. Capital, 185(4634) 1 Dec. 80, p 3-5.

SHARMA, SUDESH KUMAR. (Punjab Univ., Chandigarh). Rural development in India; programmes, strategies and perspectives. Community Development Journal, 15(1) Jan. 80, p 2-9.

In this paper an attempt is made to critically evaluate the various strategies and programmes of rural development adopted since Independence. Efforts should be made to liquidate the vested interests who prevent

the percolation of development benefits to and disadvantaged groups. Apart from popular effective local participation, the success of development programmes depends upon the desire of the political and administrative elite to decentralise the real power at the grassroots level.

RURAL-URBAN MIGRATION

GINSBERG, YONA. Rural-urban migration and social networks: the Israel case. International Journal of Comparative Sociology, 20(3-4) Sept.-Dec. 79, p 241-52.

SHAW, R. PAUL. Bending the urban flow: a construction-migration strategy. International Labour Review, 119(4) July-Aug 80, p.467-80.

SAVING AND INVESTMENT

BALASUBRAMANIAN, V. What are your savings worth? Hindustan Times, 3 Oct. 80, p.9.

BHATIA, D.P. A note on India's saving-income ratio in the seventies. Margin, 13(1) Oct. 80, p.103-6.

KOTWAL, O.P. High savings, low growth. Hindustan Times, 29 Nov. 80, p.9.

RAI, ANIL. The savings-investment process; growth and stagnation in the Indian economy since independence. Indian Journal of Economics, 61(240) July 80, p.91-115.

SCHEDULED CASTES

CHANDOLIA, R.N. Enrolment of scheduled castes in educational institutions. Yojana, 24(19) 16 Oct. 80. p.25-6.

DANG, SATYAPAL. Logic of reservations. Patriot, 10 Oct. 80, p.2.

JOSHI, BARBARA. "Ex-untouchable": problems, progress, and policies in Indian social change. Pacific Affairs, 53(2) Summer 80, p.193-222.

JUERGENSMEYER, MARK. What if the untouchables don't believe in untouchability? *Bulletin of Concerned Asian Scholars*, 12(1) Jan.-Mar. 80, p.23-8.

SINGH, LEELA. Job reservation: political and legal perspectives. *Modern Review*, 143(855) Mar. 79, p.146-52.

SCIENCE AND STATE

DAYAL, ISHWAR. Science for society. *Economic Times*, 1 Dec. 80, p.5.

KEREN, MICHAEL. Science vs. government: a reconsideration. *Policy Sciences*, 12(3) Oct. 80, p.333-53.

QURESHI, M A. and V.P. KHARBANDA. Politics and science policy in China. *Economic and Political Weekly*, 15(48) 29 Nov. 80, p.2023-6.

UDGAONKAR, B.M. Exercises in S & T policy formulation and planning: are we ready for a take-off? *Society and Science*, 3(3) July-Sept. 80, p.71-82.

SECRET SERVICE

ANTIA, S.N. India's intelligence set-up: need for drastic reorganisation. *Times of India*, 18 Dec. 80, p.6.

SLUMS

ANTIA, FREDOON P. Slum cities. *Economic Times*, 16 Dec. 80, p.5; 17 Dec. 80, p.5.

BIJLANI, H.U. Servicing the squatter areas. *Civic Affairs*, 28(1) Aug. 80, p.83-4, 87.

PRASAD, A.R., K.U.S. PATNAIK and R.R. KRISHNA. A study of Visakhapatnam slum. *Civic Affairs*, 27(12) July 80, p.19-22.

SOCIAL CHANGE

HODGE, ROBERT W. and RICARDO

KLORMAN. Dynamic social indicator models: some problems of analysis and interpretation. *Sociology and Social Research*, 64(1) Oct. 79, p.1-27.

SOCIAL SERVICE—STUDY AND TEACHING

HARDIMAN, MARGARET and JAMES MIDGLEY. Training social planners for social development. *International Social Work*, 23(3) 80, p. 2-15.

SOCIOLOGY

MUKHERJEE, RAMKRISHNA. Trends in Indian sociology. *Contributions to Indian Sociology*, 13(2) July-Dec. 79, p.319-32.

SOLAR ENERGY

RAMANA RAO, B.V. and P.C. PANDE. Solar energy for irrigation. *Eastern Economist*, 75(16) 17 Oct. 80, p. 892-4.

STEEL INDUSTRY AND TRADE

MEHTA, BALRAJ. Rapid deterioration of steel industry. *Amrita Bazar Patrika*, 27 Oct. 80, p.6.

SUFFRAGE

FREEMAN, JOHN R. The logic of franchise: a decision theoretic analysis. *Comparative Political Studies*, 13(1) Apr. 80, p.61-95.

SUPREME COURTS

HULBARY, WILLIAN E. and THOMAS G. WALKER. The Supreme Court selection process: presidential Motivations and judicial performance. *Western Political Quarterly*, 33(2) June 80, p.185-96.

SULFRIDGE, WAYNE. Ideology as a factor in Senate consideration of Supreme Court nominations. *Journal of Politics*, 42(2) May 80, p.560-7,

SYSTEM ANALYSIS

JOSHI, NAVIN CHANDRA. Systems approach in organisation. Lok Udyog, 14(9) Oct. 80, p.39-44.

TAXATION

AGARWAL, S.K. Tax reforms: rationalisation of valuation provisions. Economic Times, 15 Oct. 80, p.5.

GHOSH, ASOK. Growing burden of indirect taxation. Capital, 185(4626) 22 Sept. 80, p.5-6.

TECHNICAL ASSISTANCE

WATANABE, SUSUMU. Institutional factors, government policies and appropriate technologies. International Labour Review, 119(2) Mar.-Apr. 80, p.167-84.

TECHNICAL ASSISTANCE, INDIAN

AGARWALA, P.N. Joint ventures: why the record is poor. Business Standard, 6 Oct. 81, p.5.

TECHNOLOGICAL FORECASTING

MARTINO, JOSEPH P. Technological forecasting—an overview. Management Science, 26(1) Jan. 80, p.28-33.

TECHNOLOGICAL INNOVATIONS

JAMES, JEFFREY. Appropriate technologies and inappropriate policy instruments. Development and Change, 11(1) Jan. 80, p.65-76.

TECHNOLOGY

MUKHERJEE, S.K. Choice of technology for development. Society and Science, 3(3) July-Sept. 80, p.33-44.

TECHNOLOGY TRANSFER

SINHA, ARUN P. and K. BALAKRISHNAN. Transfer of technology: towards a

conceptual framework. Vikalpa, 5(3) July 80, p.209-21.

TOURIST TRADE

CHIB, S.N. Tourism and the third world. Third World Quarterly, 2(2) Apr. 80, p.283-304.

TRAINING

AMRUTH RAO, A. (Kakatiya Univ., Warrangal) and P. PRAMILA. (Govt. Pingle College for Women, Warrangal). Training in municipal administration. Quarterly Journal of the Local Self-Government Institute, 51(1) July-Sept. 80, p.33-9.

It is ironical but true that in our country we have massive unemployment among the educated accompanied by paucity of skilled personnel in several organizations. This truly reflects the lopsided nature of our educational and economic developments. A large number of organisations have found it necessary to embark upon massive training programmes for their employees to meet the challenges of a rapidly changing society. The municipalities too have become aware of the need to train their employees. In the following paper Mr. A. Amruth Rao and P. Pramila have examined with a critical eye the different types of training programmes available to municipal employees in Andhra Pradesh. They also subject the various training courses to a critical scrutiny.—*Reproduced.*

BALTODNO, ANDRES PEREZ. Development of new didactic material for training programs in public enterprises for Latin America and the Caribbean. Public Enterprise, 1(1) 80, p.67-76.

BROADNAX, WALTER D. Inside and outside executive development: forces for and against organizational success. International Journal of Public Administration, 2(3) 80, p. 375-87.

D'SOUZA, J.B. Trainign permanent politicians. Times of India, 23 Oct. 80, p.6.

Undoubted there is a galloping fall in the quality and effectiveness of civil servants. Training is one of the reasons why the country is so ill-served by its administrators. Raw recruits to the civil service get practically no preparation for the political exposure which besets them throughout most of their working life. Administrators should be trained to recognise their role in policy-making and encouraged to practice it. Trainers should instil a sense of mission in the civil servants to bring them closer to the people.

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in 1976 with a number of changes. The salient features, merits and limitations of the Act are discussed. Over the years there has been no decline in the magnitude of untouchability offences. The incidence is more widespread than the statistics show. The bureaucracy is often inclined to ignore the complaints against untouchability. However, stringent the laws may be, their enforcement depends on the existence of a strong and committed executive machinery which is conspicuous by its absence.

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BOOK NOTES

AGRICULTURAL REFINANCE AND DEVELOPMENT CORPORATION.
Technical aspects of agricultural projects. Bombay, A.R.D.C., 1979. 303p.
Rs. 12.00.

With the growing adoption of the project approach to lending for agricultural investments by the cooperative and commercial banks, there is a need for an adequate understanding of the technical norms underlying project preparation and appraisal. With a view to disseminating knowledge concerning the technical aspects of agricultural projects, the Corporation arranges refresher courses from time to time for the technical officers working in banks. This publication contains revised versions of papers which were originally prepared for use at refresher courses. The subjects covered are—ground water development, command area development, soil and water conservation, horticulture, forestry, animal husbandry, fisheries, etc.

AHMED, ALI. Role of higher civil servants in Pakistan. Dacca, National Institute of Public Administration, 1968. 249p. Rs. 100.00,

This is a thesis approved for Ph. D. at the University of Bristol. The author has reviewed and discussed the historical growth, present set-up, and trends of the centrally recruited higher civil servants in Pakistan. He has also pointed out the ways in which they would need to be modified to suit the growing needs of the government committed to the programmes of economic and social development. The author has illustrated his views not only from official papers, but also with quotations from the eminent scholars in this field. The subject matter has been arranged in seven chapters—Background, Structure of government, Role of higher civil servants, Recruitment, Training, Morale, and Conclusion. Also gives an eighteen-page bibliography.

ALI, QAZI AZHER. District administration in Bangladesh. Dacca, National Institute of Public Administration, 1978. 75p. Rs. 22.00.

The Deputy Commissioner and his field officers are expected to follow the rules, regulations, etc., and to work as a model for other Government officials posted in the rural areas. His experience as Subdivisional Officer, Additional Deputy Commissioner and in some Secretariat posts coupled with his pre-service training enable him to perform his important and complicated job. The Deputy Commissioner is the prime mover in the implementation of the development projects in the rural areas. He can expedite the process of economic development by maintaining law and order, coordinating the activities of various agencies, enlisting the support and cooperation of the local people and their leaders and inspiring the field officers to work with dedication. The author started to collect information on the activities of the Deputy Commissioner while acting as Deputy Commissioner in the District of Rangpur and Comilla. The first part of this book was submitted as a paper to fulfil the requirements of one of the courses for a Master

Degree in Public Administration at Harvard University in 1972. The second part gives an idea about the number of files or cases, position of staff and rules and regulations required to be followed in different sections of the Collectorate. The information relate to pre-liberation period. Organisation charts pertaining to district administration, district council administration and Thana administration are presented.

ANSARI, A. WAHID. *The changing village India*. New Delhi, Chetana Publications, 1980. 341p. Rs. 100.00.

This is an attempt at empirically analysing the changing pattern of life in the Indian village communities, with particular reference to Bihar. The study focuses attention on the 'secularization' of the views and attitudes of the villagers; the process of 'polarization of castes' and its changing forms; the roles of dominant castes in breaking the axis of traditional power-structure; the traditional forms of family and marriage; and the emerging 'innovational personality'. Other important aspects such as 'people's participation' and 'bureaucratic planning', which are related to the revolutionary process and to the methods adopted for planned economic development and social change in the Indian villages, have also examined with a view to highlighting the dysfunctional roles of bureaucratic planning and suggesting operational measures to correct its failings and to promote people's involvement. There is a fifteen-page bibliography.

ARORA, RAMESH K. ed. *People's participation in development process: essays in honour of B. Mehta*. Jaipur, HCM State Institute of Public Administration, 1979. 220p. Rs. 50.00.

The Institute organised an all-India seminar on "People's participation in development process" in 1977. A few selected papers presented in the Seminar along with certain specially commissioned articles are presented in this book. In these essays the politico-administrative dimensions of decentralization are examined from the point of view of their effectiveness in achieving the progressive socio-economic goals determined by public authorities. The functional areas covered include, agriculture, command area development, integrated rural development, education, health, mass media, Weaker sections, and the public sector. The essays bear a variety of foci-conceptual, empirical, instrumental, and comparative. Moreover, there is a nine-page select bibliography.

ASIAN AND PACIFIC CENTRE FOR WOMEN AND DEVELOPMENT. *The special needs of Women: a plea for an integrated approach and some programme proposals*. Bangkok, APCWD, 1980. 33p.

This paper prepared by Dr. Geeta R. Bharadwaj and Dr. Suman Srivastava, is an exploration of ideas on how an integrated approach is possible in promoting the quality of both the reproductive and productive spheres of Women's lives. It deals with education, employment, family planning and supportive nutrition as inputs in a package programme. Four programme proposals are outlined which can be attempted together in any project areas or picked up individually, depending on the resources, capacity and need in each community.

ASIAN AND PACIFIC DEVELOPMENT ADMINISTRATION CENTRE. *Administrative reforms for development*, ed. by A.P. Saxena. Kuala Lumpur, APDAC, 1980. 302p.

This volume is the outcome of the Expert Group Meeting organised by the United Nations Asian and Pacific Development Administration Centre in collaboration with the Government of India's Department of Personnel and Administrative Reforms. The Meeting was held in New Delhi during 17-21 September, 1979. A number of country papers were presented at the Meeting. These relate to Bangladesh, India, Indonesia, Malaysia, Philippines, Sri Lanka, and Thailand. These papers together with background paper and concluding review are published in this volume.

ASIAN AND PACIFIC DEVELOPMENT ADMINISTRATION CENTRE. Asian civil services: technical papers, ed. by Amara Raksataya and Henrich Siedentopf. Kuala Lumpur, APDAC, 1980. 9 vols.

The governments of developing countries in Asia are making efforts in recent years to strengthen and modernize their civil service systems. To assist the national governments in these efforts, the Centre embarked on a research project to study the developments that have taken place over the last twenty years and the contemplated changes in their civil service systems. Here are the nine volumes in which the technical papers prepared under that Project are published. The volumes deal respectively with Personnel classification, Recruitment and selection, Compensation and motivation, Training in the civil service, Structure and functions of central personnel agencies, Performance evaluation system, Disciplinary System, Employee relations, and Personnel records system.

ASSOCIATION OF VOLUNTARY AGENCIES FOR RURAL DEVELOPMENT. Education for development: integrated development of Velland block, district Trivandurm, Kerala, New Delhi, AVARD, 1980. 128p. Rs. 45.00.

The integrated development plan for Velland block has been prepared on behalf of "Mitraniketan", a member-agency of AVARD, actively engaged in promoting people-oriented development in the area. The plan aims at development through education centred programme which can open the door for non-traditional activities in the area. The plan seeks economic development through the development of man, his consciousness, his spirit of sharing and his skills. The bedrock of the plan is the training schemes. Cooperatives provide the vehicle and social action the grease to make pliable the rigidities of the given socio-economic system.

BIRLA INSTITUTE OF SCIENTIFIC RESEARCH. State in foodgrain in trade India: a study of policies and practices of public distribution system, by Vipin K. Garg. New Delhi, Vision Books, 1980. 104p. Rs. 40.00.

This is an attempt to evaluate the working of the public distribution system of foodgrains with special reference to the Food Corporation of India. The author has highlighted the failure of the latter to attain commercial viability during the last fifteen years of its functioning, in spite of the margin that Government allows it and some other methods the Corporation adopts to add to these margins. The study examines whether the objectives set out by the Government while launching the FCI have been realised in a satisfactory manner. It also deals with certain aspects of storage and buffer stocks, transport and cross movement, etc. Attention has also been drawn to the organisational arrangement of the Corporation and its associate bodies with a view to improving their functioning and making them viable.

DAHAMA, O.P. Education and communication for development, by O.P. Dahama and O.P. Bhatnagar. New Delhi, Oxford & IBH, 1980. 718p. Rs. 46.50.

This book presents at one place the various research findings in the fields of rural psychology, rural sociology, communication, administration, training, and programme planning for the quick dissemination of modern technologies to the rural people who are the real partners in development. It concisely describes the various steps in developing basic approaches, concepts and methods for solving the intricate and complex problems connected with rural education and communication. This book follows a behavioural approach and is not the sole effort of the authors but is a compilation of research findings of a large number of academicians, research workers and change agents including students and rural people. Also presents a six-page bibliography.

DEOGAONKAR, S.G. Problems of development of tribal areas. Delhi, Leeladevi Publications, 1980. 182p. Rs. 60.00.

This is a collection of papers read at the seminar on Problems of Development of Tribal Areas. It was organised by the Department of Political science, Anand Niketan College, Warora, District Chandrapur, Maharashtra, under the aegis of the University Grants Commission. The Seminar was held on 30 and 31 December 1978 and 1 January 1979 in a simple tribal village of Chandrapur district. Apart from twenty papers, the recommendations are presented in the last chapter.

GANGRADE, K.D. Development by persuasion: an integrated approach to family planning in rural India. New Delhi, Marwah Publications, 1980. 102p. Rs. 40.00.

The primary aim of this study is to show that the goal of introducing family planning in the village cannot be successfully accomplished by confining within the boundaries of that speciality. The agency concerned and the workers will have to cross these limits and take up the programme and activities as felt by the people rather than imposing readymade schemes on them. The book sets forth a strategy of working with people, a strategy in which participation by all the people is both the means and end in itself. The strategy is distilled from the successful experience of working in a village. There is also a seven-page select bibliography.

HENRY, NICHOLAS. Governing at the grassroots: state and local politics. Englewood Cliffs, N.J., Prentice-Hall, 1980. 504p. \$ 16.95.

In this book the emphasis is placed on suburban politics, the politics of bureaucracies, regional politics, politicians as social-psychological actors, and the conflicts between social classes. Part one examines some of the dramatic issues confronting state and local politicians and bureaucrats, focusing on the high comedy of politics at the grassroots as well as the underlying despair of the political process. Part two approaches the politics of the states, focusing on the policies of making constitutions, political parties, lobbies, legislatures, voting behaviour, the politics of justice, and the greening of the governors. Part three deals with structures of government at the level of counties, towns, townships, suburbs, cities, special districts, and school districts. Part four discusses public administration at the grassroots. Part five approaches state and local government policies from the view-point of conflict between social classes. The book concludes with a chapter on corruption and organised crime as a "policy" benefiting the wealthy.

HENRY, NICHOLAS. Public administration and public affairs. 2nd ed. Englewood Cliffs, N.J., Prentice-Hall, 1980. 511p. \$ 16.95.

This book is in four sections. First section reviews the paradigms of public administration over the last eighty years and considers why they waxed and waned. Section two concerns organisation theory as a literature which yields insight into the political dynamics and motivations of public bureaucracies and their members. Section three describes the applied techniques of public administration while the last section considers ethical theory and the public interest by analyzing some underlying social dilemmas of the United States. First edition of this book was published in 1975. In this second edition, a new introductory chapter confronts the underlying reasons for the growing popular hostility toward government and the rising autonomy of the public bureaucracy. Apart from a new chapter on programme evaluation, the chapters on public personnel administration, budgeting, federalism, and urbanism are extensively reformulated.

INDIA. ADULT EDUCATION, DIRECTORATE OF. Monitoring the national adult education programme. New Delhi, the Directorate, 1979. 173p.

This is a report of the All-India Seminar (Aug. 28-31, 1978) organised by the Directorate in collaboration with Council for Social Development, New Delhi. The seminar was held at the India International Centre, New Delhi. The main objective of the Seminar was to prepare specific guidelines for monitoring and appraising the progress of NAEP and to prepare model proformae, schedules and questionnaires to be used by various functionaries at different levels. Apart from the summary report of the Seminar, Part I contains reports of working groups and instruments, schedules and proformae prepared by them. Summary of background papers is presented in second part while the third one consists of appendices.

INDIA. RURAL RECONSTRUCTION, MINISTRY OF. Guidelines on rural industries component of IRDP and TRYSEM. New Delhi, the Ministry, 1979. 72p.

Integrated Rural Development Programme is an attempt towards the alleviation of poverty among the target groups of small and marginal farmers, agricultural labourers and rural artisans. Recent innovations like creating a new component of industries, services and business/trade in the IRDP and the starting of the Scheme for Training of the Rural Youth for Self-employment (TRYSEM) are indication of this realisation that the development of the secondary and tertiary sectors is the prime need of the rural areas now. New schemes take some time to be adopted and understood. These Guidelines contain a clear statement of the direction in which the programmes are intended to move.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. District administration, ed. by R.B. Jain. New Delhi, IIPA, 1980. 160p. Rs. 60.00.

This selection of articles from the Indian Journal of Public Administration focusses attention on some of the problems of district administration and the challenges faced by the district officer today. The essays also outline the crucial issues on which attention needs to be focussed both by the academics as well as the administrators. There is an eighteen-page bibliography.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Regional planning at the micro level: a study for rural electrification in Bastar and Chandrapur, by Girish K. Misra and Amitash Kundu. New Delhi, IIPA, 1980. 290p. Rs. 100.00.

This is a study sponsored by Rural Electrification Corporation to formulate a perspective plan for the backward areas with a focus on rural electrification. The objectives of the study are: (1) Projection of the programmes of rural electrification for Bastar and Chandrapur districts up to the end of 1982-83, and (2) Analysis of the implication of the perspective plan for the future tasks of REC particularly on the range and type of REC schemes for rural electrification in the region. The study, by and large, depends on secondary data. However, primary data have been collected to supplement this wherever considered necessary. This study provides a broad planning frame to estimate how many rural electrification schemes can come up in these districts by 1983 under the given constraints of finance and electric power. Statistical data covering about one hundred pages are presented in appendices.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Some aspects of the evolution of Indian administration, by Baij Nath Puri. New Delhi, IIPA, 1980. 60p. Rs. 15.00.

Here are three lectures delivered by Dr. Baij Nath Puri on March 25, 26 and 27, 1980. The main theme 'Some aspects of the evolution of Indian administration' is divided into three topics. The topics are: (1) District administration, (2) Land revenue—its evolution and administration, and (3) Development of services in Indian administration.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Water supply and sanitation components of primary health care: a study in India, by A.P. Barnabas. New Delhi, IIPA, 1978. 72p.

This study is a part of an international study related to water supply and sanitation programmes. The approach to the study has been adopted from the design protocol prepared by the UNICEF/WHO Joint Committee on Health Policy. The overall purpose is to assess the programmes of water supply and sanitation and to assess to what extent they form a part of the total health care and integrated development, and, further, to study the extent of community participation in the programme. Part I deals with the problem and the methodology. Part II gives background information on the country and policies with regard to rural development, agriculture and health. Part III provides an analysis of water supply and sanitation programmes. Part IV contains case studies of two States. The last part gives a summary of the findings, and highlights the important aspects which need to be considered in the future with regard to water supply programme.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. CENTRE FOR URBAN STUDIES. Control of urban building activity, ed. by D.D. Malhotra. New Delhi, IIPA, 1980. 242p. Rs. 80.00.

The Centre in collaboration with the School of Planning and Architecture, New Delhi, organised a seminar on 'Control of Urban Building Activity' during March 20-21, 1978. This Volume contains the background papers presented at the Seminar.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. CENTRE FOR URBAN STUDIES. Land and property values: an analysis of environmental impact, by R.K. Wishwakarma. New Delhi, IIPA, 1980. 109p. Rs. 50.00.

This is an attempt to explain the 'differentials' and 'gaps' between rental values, land values and rateable values in Delhi during 1977-78 and to measure their contribution to know: (1) how and in relation to what factors did actual rental values, land values and rateable values vary, and (2) how this variation is useful for policy implications. In addition, the study also throws some light on the trends in the growth of capital expenditure by sectors and by agencies on the various environmental structure of Delhi in relation to the growth of population and income.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Energy options and policy issues in developing countries, by D.G. Fallen-Bailey and T.A. Byer. Washington, D.C., IBRD, 1979. 108p.

This paper reviews the energy resources of developing countries, with particular emphasis on those which import oil. It discusses the nature of these resources, the cost of developing them and the policy issues raised in doing so. The need for and implementation of national energy planning, energy demand management, conservation and pricing policy are described. Energy development strategies for countries in energy surplus, energy balance and energy deficit, are discussed, as are problems related to petroleum refining and energy use in the transport sector. Issues related to power generation and fuel substitution and the relevant costs are reviewed. This is World Bank Staff Working Paper No. 350.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Household income or household income per capita in welfare comparisons, by Gautam Datta and Jacob Meerman. Washington, D.C., IBRD, 1980. 34p.

In studies of income distribution, household income is the common measure of household welfare, although household per capita income is better since it automatically "corrects" for household size. Perhaps the continued use of the former is a consequence of the belief that in practice the two give very similar results. This paper shows that in many cases those results differ substantially. Policy prescription based on household income rather than household per capita income can be very defective. The paper compares results according to the two income concepts for Malaysian data. US data are then used in a comparison over time. This is World Bank Staff Working Paper No. 378.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Identification and appraisal of rural roads projects, by Henri L. Beenhakker and Abderraouf Chammari. Washington, D.C., IBRD, 1979. 74p.

This paper describes an operational approach to the identification and appraisal of projects consisting of rural roads and complementary investments. The objective for such projects is to prepare and implement a comprehensive, multi-sectoral development programme on the basis of rural roads in their zones of influence. The principal purpose of the identification process is to ascertain the development potential of a rural road's zone of influence. The project attempts to achieve an optional development package for each road's zone of influence. The linkages between agricultural and transport components are emphasized. This is World Bank Staff Working Paper No. 362.

JASPAL SINGH. India's trade union leaders. New Delhi, National, 1980. 260p. Rs. 70.00.

This study is based on personal interviews with three hundred trade union leaders in Punjab. It was accepted by the University of Cologne (West Germany) for the grant of a Dr. Phil. degree. The results show that trade unionism in the area under study is a post-World War I phenomenon. The short term goals and immediate achievements of trade unions pertain to economic demands. Many leaders have had no work experience in the lines where they lead trade unions. Unions have evolved symbiotic relationship with political parties. The financial position of unions will not allow bureaucratisation. The trade unions are inadequately organised and democratisation is hindering effective functioning. There is an eleven-page bibliography.

JOSHI, S.D. World peace through national plans. Bombay, Somaiya, 1980. 124p. Rs. 32.00.

How strong are the bases for planning, how effective are the planners or the implementation machinery, what results have been achieved by planning and to what extent have they contributed to the sum total of human happiness, are some of the questions answered in this book. The author wants that a plan must look beyond the confines of a nation's material resources and boundaries and take into account the sociological, ethical and philosophical aspects of planning and development. He advocates a total approach to growth in which the physical, social and meta-physical inputs are considered in an integrated manner. The foreword is by Jayaprakash Narayan.

KABEER, ROKEYA RAHMAN. Administrative policy of the government of Bengal, 1870-1890. Dacca, National Institute of Public Administration, 1965. 174+146p. Rs. 75.00.

The author presents a study of some of the major administrative problems and policies of the Government of Bengal from 1870 to 1890. The author's fundamental assumption is that the British could not run the government without a large degree of assistance at the top from the educated sections of the subcontinent. The process of democratization and Indianisation of the administration was hampered by the growing apprehension on the part of the large Muslim minority regarding the status of Muslims and Islam in the Indian nation state where numerically superior Hindu upper class intelligentsia was bent upon monopolizing everything. The author illustrates her views not only from official papers, but also with quotations from the private papers of the Lieutenant Governors, Governors General and Secretaries of State. There is a six-page bibliography in the end.

MALIK, YOGENDRA K. North Indian intellectuals: an attitudinal profile. Leiden, E.J. Brill, 1979. 187p. Gld. 52.00.

This is an empirical study of intellectuals and their attitudes concerning their own society and culture and the problems of modernisation and development. The author has concentrated on those intellectuals who are engaged in creative writing, journalism, teaching and research in the humanities or social sciences, those who are broadly concerned with the socio-cultural values of their society, and those who primarily use Hindi as medium of expression. This is the fourteenth publication

in the series "Monographs and theoretical studies in sociology and anthropology in honour of Nels Anderson." Also gives a nine-page bibliography.

MISHRA, S.N. Politics and society in rural India: a case study of Darauli gram panchayat, Siwan district, Bihar. Delhi, Inter-India Publications, 1980. 184p. Rs. 50.00.

Against the background of chronic socio-economic and political backwardness, in this field study, the author attempts to portray certain important aspects of rural society in Bihar. Urban influences, caste, panchayat elections, rural leadership, panchayati raj institutions and police functionaries, and such like factors of rural life are examined. Also gives a six-page bibliography.

MISRA, R.P. Multi-level planning and integrated rural development in India, by R.P. Misra and K.V. Sundaram. New Delhi, Heritage, 1980. 234p. Rs. 75.00.

With the current emphasis on decentralised planning and rural development, several issues touching on multi-level planning, are exercising the minds of researchers, planners and administrators. This book is a modest contribution to this end. It is based on papers and articles contributed by the authors over the last five years. The study deals with integrated rural development viewed in the context of decentralised planning and decision-making and discusses several issues touching on the spatial, socio-economic as well as political dimensions of the subject. It elucidates the principles for an 'area approach' to development planning and elaborates the concepts, methods as well as operational procedures for the block and district levels of planning in India.

ORLAND, HAROLD, ed. Nonprofit organizations: a government management tool. New York, Praeger, 1980. 173p. \$19.95.

This volume is based on the June 1978 conference on the government's sponsorship of nonprofit organisations to manage social demonstrations. A number of papers were invited for the occasion, and three background papers were also distributed. The conference was organised by the National Academy of Public Administration.

PINTNER, WALTER MCKENZIE, ed. Russian officialdom; ed. by W.M. Pintner and Don Karl Rowney. London, Macmillan, 1980. 369p. £20.00.

In this book having seventeen chapters, the work of eleven scholars is combined to create an extensive and detailed history of Russian civil office-holders in the state administration of the Russian Empire and the Soviet Union from the seventeenth to the twentieth century. The purpose of this collection is to give the Russian official a distinct identity, to describe him not only as the law describes him, but in terms of the society from which he emerged, to itemize the qualifications he brought to his career, and to summarize the experience that rendered him ever more indispensable as the government became more complex, more comprehensive, and more uniformly bureaucratized. Quantitative data are integrated into the analysis of more than ten thousand official careers over some thirty decades—from the most powerful civil servants at the centre of the government to their obscure subordinates in the provinces. Six-page bibliography is also given.

PRASAD, K.N. Problems of economic development in the third world, with special reference to India. New Delhi, Sterling, 1980. 458p. Rs. 135.00.

'This book is conceived of as an enquiry into certain interconnected topics in development economics, with special reference to the problems of the Third World countries. The chapters contained in it have evolved from a series of papers the author wrote in the course of delivering a series of lectures to his students during 1951-1975. The essays projected in this volume are concerned with the middle level of analysis between pure and formal development theory and detailed empirical studies of specific problems. Their one common aim is to examine the realism and relevance of theoretical concepts and doctrines in relation to the broadly observable patterns and goals of economic development. Attention throughout is focused on those problem areas and issues of policy-formulation that are prone to remain the central concern of the Third World countries in their continuing bid to accelerate their economic development.

RUMBOLD, ALGERNON. *Watershed in India 1914-1922.* London, Athlone Press, 1979. 344p. £14.00.

The author considers the years between 1914 and 1922 as those in which the fate of Britain's Indian Empire was settled. He traces the effect on British policy of the First World War, Montagu's statement of August 1947, the Punjab disorders of 1919, the introduction of dyarchy and Gandhi's non-cooperation movement. Whereas in 1914 British rule was generally regarded as invulnerable, by 1922 mishandling of a series of political agitations led many to expect an early end to the Raj. These events are described with the aid of the documents of the time and in the light of the philosophies then prevalent. The interaction on policy of military, external, law and order, economic and constitutional issues is emphasised.

SCHAFFER, EVELYN B. *Community policing.* London, Croom Helm, 1980. 145p. £8.95.

This book examines the role of the police in the community paying particular attention to the way the police see their own function. It describes some of the experiments in community policing being undertaken by various police forces in England and Scotland and makes reference to some experiments in America, Norway and Sweden. In considering police training the book also illustrates how the present training system is less than adequate in preparing policemen for the increasingly difficult and important role they fulfil in the community. It tackles the central issue of police discretion, a common cause of tension in police/public attitudes.

SHAGHIL, M. *Planning in third world countries: some provocative thoughts.* New Delhi, National, 1980. 135p. Rs. 45.00.

In section one, the main features of the new social order envisaged for developing countries and the rationale behind it has been described. In section two, some thoughts on the prospects of establishing a new social order have been set down. In section three, some of the problems of the transition period are discussed and in section four, some terms of everyday usage, like sovereignty, democracy and individual freedom are analysed. Section five gives an outline of the manner in which developing countries can cooperate with one another in developing their economies. In the last section, the main strings of thought are brought together to give an overall unified picture.

SHARMA, B.A.V., ed. Political economy of India: a study of land reforms policy in Andhra Pradesh. New Delhi, Light & Life, 1980. 569p. Rs. 150.00.

This book is based on papers contributed to the two-day workshop on Land Reforms Policy organised on 30th and 31st March 1979, by the Department of Political Science, Osmania University. It is divided into seven parts. The introduction to the volume explores the political processes of land reforms. Part I attempts to place land reforms policy in the overall constitutional framework and national planning frame. Part II deals with the role of political parties, their ideology, strategy and tactics; and their support structure in relation to land reforms. Part III describes the peasant organisations and peasant struggles and movements like Telangana, Bhoodan, and Srikakulam. Part IV provides a detailed account of the process of land reforms legislation, the role of different parties and their influence in shaping the content of land reforms policy. Part V presents a detailed analysis of land reform legislation which attempts at remodelling of the agrarian structure in Andhra Pradesh. Part VI highlights the role of judiciary in the interpretation and of bureaucracy in implementation of land policy. The final part on impact of land reforms policy makes an assessment in terms of its stated objectives. The last article provides an impressionistic account of intended and unintended consequences of land reforms policy on rural society. A nine-page bibliography is presented.

SINGHANIA, HARI SHANKAR. Today and tomorrow: perspectives for Indian economy. New Delhi, J.K. Organisation, 1980. 218p.

This book brings together in a restructured and edited form, the speeches and addresses delivered by the author as President of the Federation of Indian Chambers of Commerce and Industry during 1979-80. The themes touch virtually everything of importance to the Indian economy at present and in the near future—prices and inflation, industrial and agricultural production, planning and the raising of resources for it, taxation, the overriding importance of industrial peace, exports, foreign exchange, etc.

SOBHAN, REHMAN. Public enterprise in a intermediate regime: a study in the political economy of Bangladesh, by R. Sobhan and Muzaffer Ahmad. Dacca, Bangladesh Institute of Development Studies, 1980. 624p. Tk. 80.00.

This study is built around on analytical framework which seeks to identify the social forces underlying state power as a critical factor in determining the direction of policy making and its implementation. It incorporates a comprehensive discussion of the socio-political context in which public enterprise developed and the specific policy decisions which emerged out of this interaction between the underlying social forces and the objective conditions of the period. The study goes on to review the role and performance of public enterprises in post-liberation Bangladesh and to relate the constraints conditioning this performance to the societal context in which it had to operate. The study incorporates a considerable body of primary data specific to the development and performance of public enterprise in Bangladesh. This is the first volume to be published out of BIDS research project initiated in 1975, on The Performance of Public Enterprise in Bangladesh. There is a ten-page list of bibliographical references.

UNITED KINGDOM. Crime prevention and the police. London, H.M.S.O., 1979, 37p. £ 1.75.

Two studies reported in this volume, both experimental in design, examine two aspects of crime prevention and assess their impact on particular types of crime. The first study by John Burrows and Kevin Heal examines the effectiveness of a publicity campaign to encourage the public to lock unattended vehicles and so reduce car crime. The effectiveness of truancy patrols in reducing crimes committed by children is the subject of second study by Paul Ekblom. The studies provide no evidence to suggest any reduction in the level of the reported crime. The authors offer some explanation of why this should be so. This is Home Office Research Study No. 55. A list of titles already published in this series and in the preceding series 'studies in the causes of delinquency and the treatment of offenders' is presented.

UNITED KINGDOM. The functions of the Council on Tribunals: special report by the Council. London, H.M.S.O., 1980. 46p. £ 2.50.

This is a report of the special committee, named the Functions of the Council Committee. It was set up to review the constitution, powers, functions and practices of the Council in relation to administrative tribunals and public inquiries. The report has the approval of all the members and is supported by the Scottish Committee of the Council. Recommendations for statutory and administrative action are presented in the tenth chapter.

UNITED KINGDOM. Monetary control. London, H.M.S.O., 1980. 31p. £ 2.50.

This paper by the Treasury and the Bank of England concentrates on the problems of short term monetary control. It examines the scope for an improvement in monetary instruments and proposes certain changes to existing instruments, in particular the Reserve Assets Ratio and the cash requirement which the London Clearing Banks are required to hold with the Bank of England. It considers the role of direct controls and examines various alternatives to the present Supplementary Special Deposits scheme, including forms of monetary base control. It concludes by identifying the issues on which the Bank and the Treasury would welcome comments.

UPADHYAYA, JAI JAI RAM. Licensing power in India: a government action for social welfare. New Delhi, S. Chand, 1980. 469p. Rs. 100.00.

Administration in India has employed a number of techniques to realise the ideals of socio-economic justice enshrined in its constitution. Licensing is one of them. Numerous aspects have come under licensing control. In this study the licensing statutes are explained with reference to the ultimate social purposes for which they have been enacted by the legislature. The aim is to explore them with reference to the postulates of social justice and economic reality demonstrating the actual working of licensing system in a developing society. The study is divided in three parts. The first part incorporates general reflections on the place and function of licensing process. The second part is in two sections. Section one is a synthesis of general principles which are applied in determining the validity of licensing power. Second section is a statutory survey of the various licensing measures. The third part contains general observations on licensing system. According to the author the use of licensing power can lead to socialisation without eliminating democratic values. The genesis of this work is a thesis for the Degree of Doctor of Laws of the University of Lucknow.

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